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Self-Concept as a predictor of Librarians' Commitment in University Libraries in Southern Nigeria.

By

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Abstract

University libraries cannot make meaningful progress without the commitment of their employees. To this end, this study examined self-concept and librarians' commitment in University Libraries in Southern, Nigeria using a survey research. A structured questionnaire was used to collect data from all the five hundred and fifty-six (556) professional librarians in thirty-nine public universities in southern, Nigeria. Total enumeration technique was used to include all academic librarians in the universities in Southern Nigeria. Five hundred and twenty four (524) were completed and retrieved for data analysis. Data was analyzed using frequency counts, percentages, and regression analysis. The findings showed that the level of self-concept of librarians in university libraries in Southern Nigeria was high. Further analysis depict that physical self-concept, social self-concept, academic self-concept and transpersonal self-concept of librarians in university libraries in Southern, Nigeria indicates high levels. The result further shows that social self-concept, physical self-concept and academic self-concept have positive and significant influences on librarians' commitment in university libraries in Southern Nigeria. The study recommended that the management of universities in Southern Nigeria and academic librarians need to continually sustain the physical fitness, hygiene, job effectiveness, freedom of library personnel with people and approachability so as to sustain the high level of self-concept among the librarians.

Key word: Self-concept, Librarian, Librarians' commitment, University library

Introduction

Studies have established that many factors affect the level of productivity in organizations. The proper management of the human resource depends on their attitude or behavior towards themselves and the organization they work in. The university as a learning organization as well

as the university library are not left out. University libraries are established with the mandate to support and enhance the core mission of teaching, learning, research and community service of their parent institutions. The university library is an important academic organ in any institution of higher learning that is meant to provide effective and efficient services that will satisfy the information needs of users in the university community. The university as a central laboratory for faculty members, students, researchers and occasional users cannot make any meaningful progress without the commitment of its staff. Commitment refers to a broad concept for analysing organisational effectiveness as well as working attitude, which is directly related to participation and decisions of employees to stay in an organisation. When an employee is committed to his/her work, it will result to a steady and creative labour force (Asiedu, Sarfo & Adjei, 2014). Commitment helps librarians in the discharge of their resourcefulness and also assists in staff growth and development (Heathfield, 2018). It is a way to know how people respond emotionally to job situations and how it can be measured through attributes such as attitude, beliefs, behaviour which can vary from low to high. According to Ezirim, Nwibere and Emecheta (2012), a committed librarian will likely be fully involved with an organization by abiding by the rules and regulations.

A high level of commitment is required of librarians in universities because of their key role in the academic community such as in the areas of information provision for training and research. Librarians render services to students, staff and lecturers including researchers from other institutions outside the university community (Yamoah, 2013). Therefore, a possible avenue by which librarians could achieve job commitment could be through self-concept. It is expected that employees with positive self-concept are most likely to perform outstandingly and would be committed towards improving the organization's success and profitability. Self-concept comprises the way individuals think about themselves, the way they view themselves. The kind of mental picture people have of themselves have a very great influence on their identity, self-worth, the body image and the function they play in society. Self-concept places us in proper shape and explains who we are, the way we carry out our decision, the way we relate with others and the knowledge we gain from the environment where we live. An individual notion of 'who am I and how I fit into the world' creates the basis of self-concept. Self-concept can affect

librarians' commitment positively or negatively and it plays a significant role in achieving the overall mission and vision of the university library.

Yahaya and Ramali (2009) listed the four components of self-concept as physical, academic, social and transpersonal. The physical self-concept shows relationship between an individual's view of physical abilities, health, appearance and sexuality. The academic self-concept relates to how a person does well in academic performance; social self-concept shows how people relate to friends, peers, family, relatives and colleagues that work in the same organization with them. While transpersonal self-concept shows how people react to supernatural future occurrence, unforeseen circumstances, etc. Experts in the field of self-concept, agree that the strengths and weakness that people have in any sphere of life has to do with the way they have learned to see themselves. The way they relate to others which can influence their commitment to work positively or negatively.

Self-concept can be of two types: positive or negative. A positive self-concept is a very important dimension which can help one to have a lively realistic view of self, thus creating a high impact on the ability to solve problems, focus and good satisfaction in life. A negative self-concept on the other hand, poses as an obstacle to one's development and attainment of a fulfilled life. Positive self-concept is a vital way of achieving one's self joy that quickens self-confidence, acceptance of critiques, risk taking and setting goals in the organization and environment where an individual finds him/herself positive or negative self-concept is largely dependent on the feeling about one's self.

Statement of Problem

It is pertinent that some librarians are not committed to their jobs, based on empirical literature of Amusa, Iyoro, and Ajani (2013) and Oyowvevotu (2018) who have reported low employee commitment among librarians. This could impede the growth of the university library if nothing is done to correct this issue. However, poor commitment of librarians could be as a result of low self concept issues. To put differently, job commitment of academic librarians could be improved if their self concept is enhanced .This was empirically tested in this study. While literature thrives with studies on commitment, not much has been carried out using self-concept particularly as it affects the commitment of librarians in university libraries in Southern, Nigeria.

This means that there is likely to be a dearth of literature on self-concept and librarians' commitment variables. It is against this background that this study examined the extent to which self-concept predicts librarians' commitment in University Libraries in Southern Nigeria.

Objectives of the Study

The main objective of this study is to investigate the influence of self-concept of librarians' on their commitment in University Libraries in Southern Nigeria: Specifically,

- ❖ The study ascertained the level of librarians commitment in university libraries in Southern Nigeria;
- ❖ The study examined the level to which the four dimensions of self-concept are obvious among librarians in University libraries in Southern Nigeria.
- ❖ It examined the influence of self-concept on Librarians' commitment in University libraries in Southern Nigeria

Research Question

What is the level of librarians' commitment in University libraries in Southern Nigeria?

What is the level of self-concept among librarians in university libraries in Southern, Nigeria?

Research Hypothesis

The study provided answers to the following hypothesis:

Ho: Self-concept of librarians has no significant influence on librarians' commitment in university libraries in Southern Nigeria.

Operational Definition of Terms

The following concepts are defined to convey the sense in which they are used in this study.

Librarians: These are the professionals librarians in southern Nigeria saddled with the responsibility of servicing the users in their search for information.

Librarians' commitment: This refers to librarians' emotional attachment to, identification with and involvement in an organization as well as willingness among librarians' in southern Nigeria to remain in their organization

Self-concept: This refers to the librarian's perceptions of his/her behaviour, abilities, and the unique characteristics that the librarian holds to be true about him/her self in executing his/her library schedule of duties in universities in southern university

Southern Nigeria: these are three geo-political zones in Nigeria, which include- South-East (Anambra, Imo, Enugu, Ebonyi and Abia states) South-South (Edo, Delta, Rivers, Akwa-ibom, Cross river and Bayelse states) and South-West (Ekiti, Ondo, Osun, Lagos, Oyo and Ogun states).

University libraries: These are libraries in Southern Nigeria saddled with the responsibility of providing effective service delivery to the university community in order to support teaching, learning and research.

Literature Review

The nexus between self-concept and librarians' commitment has been examined and documented in literature. Much of these studies have established positive relationship revealed between self-concept and librarians commitment. Okonedo and Popoola (2012) in their work on self-concept, knowledge sharing and utilization, and research productivity among librarians in public universities, discovered that as librarians had positive attitude towards their jobs, they exhibit high level of self-concept. Sung and Oh (2011) discovered that there is a significant positive relationship existing between self-concept and job satisfaction. Ogiamien and Izuagbe (2016) showed that organisational factors (organisational culture and organisational commitment) are strong correlates of job performance among personnel in private university libraries in South-South Nigeria than psychological factors work motivation and self-esteem. Duchek and Raetz (2019) revealed that commitment can only be developed by understanding the basic psychology of humans and by so doing, one can devise strategies to rectify the situation. Meyer and Allen (2001). Proposed a three-component model which are affective, continuance and normative commitments? Affective commitment involves the employees' emotional attachment to,

identification with, and involvement in the organization; Continuance commitment involves commitment based on the costs that the employee associates with leaving the organization; while normative commitment involves the employees' feelings of obligation to stay within the organization.

Opeke & Mayowa-Adebara (2020) discovered in their study reported high job commitment among librarians in South-West Nigeria universities. Owolabi, Ajiboye, Bakare, Bello, and Omotosho and Adeleke (2013) perceived commitment as a state whereby employees show the highest level of dedication to support in the accomplishment of the organization's objectives. Zeena, D'souza and Poojary (2018) found that commitment is an emotional response that can be measured through people's behaviours, beliefs and attitudes while Umar et al (2013) discovered that, the employees of organizations whose work performance and productivity level of commitment is very high will perform better, while organizations whose employees experience lower level of commitment would exhibit absence and lateness. Irefin, and Ali (2014) discovered and reported that the level of employee commitment of the staff of the company is very high among Staff of Coca Cola Nigeria Company Plc.

When an individual's career is developed, his/her personal life changes, the way they act and view themselves equally changes. This awareness of self is regarded as self-concept. The theory of self-concept was developed by Carl Rogers (1959), a humanistic psychologist introduced personality as a whole system to help build the self-concept of humans. Rogers describes self-concept as the organized, consistent set of views and beliefs about oneself. The theory states that self-concept involves what we think about ourselves, that is, our self-respect, how we see ourselves (self-image) and our perfect self – the person we would like to become. Emil (2003) defines self-concept as a planned way that is linked to one's image. Modupe (2010) is of the opinion that negative self-concept can hinder chances for one's growth and enjoyment thereby leading to nervousness, impossibility, hindrance, depression, recklessness etc. People with negative self-concept would, thus, be less prosperous in attaining recognition and prestige because they are not patient enough to control their character. In addition to this, Manning (2007) stated that it is very pertinent to promote self-concept among employee because it will retain them in the organization, attract them to the organization and enhance positive behaviour and organizational effectiveness. This finding is also consistent with Judge, Thoresen, Bono and

Patton (2001) contended that positive self-concept is vital because it enhances librarians' sound mental status, promote problem- solving and commitment to job.

Jeet and Sayeed (2014) see employee commitment as a sensation of loyalty to one's organization, readiness to perform work for the individual and the determination to remain with the organization. In the same vein, Farokh, zadian and Foroughameri (2017) perceive employee commitment as involvement in a particular organisation and beliefs in the organisation's values, goals, sense of loyalty, moral obligation and the need to stay in the organization. Okonedo, Popoola, Emmanuel, & Bamigboye (2015) revealed that productivity of academic librarians is positively correlated with self-concept. Onuoha, Ogunjimi and Owodunmi (2016) in their empirical study on the role clarity, self-concept and job satisfaction of library personnel in Ogun state, Nigeria adopted the survey research design using one hundred and twenty copies of a questionnaire. The finding revealed that there is a high level of self-concept, role clarity and job satisfaction between respondents. Regardless of the high level of job satisfaction, respondents were, nevertheless, found to be dissatisfied with the relationship with co-workers and the implementation of library policies. Positive relationships were found to exist between self-concept and job satisfaction as well as role clarity and job satisfaction. Shafaat, Qureshi, Hajazi, Khan and Azeemi (2013) reported that self-consistency, self-enhancement and self-expansion play an intervening role in individuals' self-concept to the identifying of organizational goals. In a similar trend, Boutwell (2003) showed a significant relationship between school identity and teacher commitment, between teacher self-concept and commitment, but not between school identity and teacher self-concept. The study found that teachers valued most highly interactions with students; 66% of the teachers identified the need to be recognized, praised and respected as professionals.

In conclusion, the review of extant literature has revealed that self-concept is not entirely new in the field of librarianship. However, the review showed that there is limited studies that have established a connection between self-concept and librarians' commitment in university libraries. Literature reviewed affirmed that self-concept can enhance employees' job performance, satisfaction and retention and can help to achieve maximum employees' commitment on the job. In spite of various submissions by scholars, the literature review showed that there are different opinions on the concept of self-concept of librarians. However, we have limited correlational

studies on the influence between self-concept and librarians' commitment to their job particularly in Nigeria.

Methodology

This study adopted survey research design. The population for this study comprised of 556 professional librarians working in 39 public universities. There was no need for a sampling technique as the study employed total enumeration of all the five hundred and fifty-six (556) professional librarians in university libraries in southern Nigeria. A structured questionnaire was used to collect data from the participants. The research instrument indicated a reliability indices of 0.70-0.95, signifying that the research instrument is reliable. Out of the five hundred and fifty six (556) questionnaire copies administered to participants, five hundred and twenty four (524) were completed and retrieved for data analysis, indicating a good response rate of 94.2%. This was a sufficient sample size required for simple and multiple linear regression analysis. The usable copies were analysed using descriptive statistics such as frequency count, percentage distribution, mean and standard deviation, as well as Multiple Linear Regression.

Results

Research Question 1: What is the level of librarians' commitment in university libraries in Southern, Nigeria?

Data collected on research question one was analyzed using descriptive statistics.

Table 1: Level of librarians' commitment in university libraries in Southern, Nigeria

Statements	Very High Level	High Level	Low Level	Very Low Level	\bar{x}	SD
Affective Commitment					3.08	0.57
My preference to work in this Institution over others at the time I joined is	161(30.8)	333(63.8)	10(1.9)	18(3.5)	3.22	.65
The willingness to put in more effort than expected in this institution is	140.(26.8)	329(63.0)	30(5.7)	23(4.5)	3.12	.70
My enthusiasm towards the institution is	115(22.0)	377(72.1)	11(2.1)	20(3.8)	3.12	.62

My loyalty towards this institution is	125(23.9)	359(68.8)	10(1.9)	28(5.4)	3.11	.68
My emotional attachment to this institution is	118(22.6)	353(67.4)	27(5.2)	25(4.8)	3.08	.68
The tendency for me to remain in this institution, even to my disadvantage is.	83(15.9)	311(59.4)	78(14.9)	51(9.8)	2.81	.82
Continuance Commitment					2.78	.22
Happiness about choice of job is	74(14.3)	375(72.7)	41(7.9)	26(5.0)	2.96	.65
Benefits from staying in this organization is	68(13.1)	337(65.1)	84(16.2)	29(5.6)	2.86	.71
My tendency of accepting any type of job assignment in order to keep working in this institution is	86(16.5)	308(59.1)	87(16.7)	40(7.7)	2.84	.79
My aspiration to have lifetime employment if possible with the organization is	57(10.9)	338(64.9)	95(18.2)	31(6.0)	2.81	.70
The possibility of leaving this institution even if I get a better offer is	103(19.9)	201(38.8)	189(36.5)	25(4.8)	2.74	.83
The possibility of me spending the rest of my career in this institution is-	67(12.9)	287(55.2)	127(24.4)	39(7.5)	2.73	.78
My thought of leaving this institution for another is	58(11.2)	172(33.1)	256(49.2)	34(6.5)	2.49	.78
Normative Commitment					2.75	0.53
The obligation I have to work for the same institution	80(15.2)	381(73.2)	28(5.4)	32(6.2)	2.98	.67
The sense of loyalty which I feel this institution deserves from me is	69(13.2)	363(69.5)	64(12.3)	26(5.0)	2.91	.67
The necessity for me staying in this organization is	58(11.1)	371(71.2)	67(12.9)	25(4.8)	2.89	.65
My obligation towards remaining with my current employer is	61(11.7)	358(68.7)	72(13.8)	30(5.8)	2.86	.68

My desire to leave this institution because of the strong sense of attachment to some people here is	54(10.3)	185(36.3)	241(46.2)	39(7.2)	2.49	.78
Negative consequences of leaving the organization is	48(9.2)	163(31.4)	251(48.4)	57(11.0)	2.39	.80
Job Commitment (\bar{x}=2.87; SD=0.49)						

Decision rule: 1.0-1.49 = Very low level; 1.50- 1.99= Low level; 2.0-2.49= Average level; 2.50-3.49 = High level and 3.50-4.0 = Very High level

The result of Table 4.2 shows that the level of librarians’ commitment in university libraries in Southern, Nigeria was high as indicated by the mean score of 2.87 on a four point Likert-type rating scale. This may imply that librarians in university libraries in Southern, Nigeria are highly committed to their jobs. Of the three dimensions of librarians’ commitment, affective commitment had the highest mean score (3.08), closely followed by continuance commitment (mean score = 2.78) with normative commitment (mean score = 2.75) coming a distant third.

Affective commitment having the highest mean score is that librarians in university libraries in Southern, Nigeria are emotionally attached to their jobs. The mean score for continuance commitment is 2.78. This showed that that continuance commitment of librarians in university libraries in Southern, Nigeria is high. This finding implies that librarians in university libraries in Southern, Nigeria are happy about their choice of job. Similarly, normative commitment as a dimension of job commitment, was high (mean= 2.75), this implies that librarians in university libraries in Southern, Nigeria have strong obligation to work in university libraries.

Research Question 2: What is the level of self-concept among librarians in university libraries in Southern, Nigeria?

Table 2: Level of self-concept among librarians in university libraries in Southern, Nigeria

Statements	Very High Level	High Level	Low Level	Very Low Level	\bar{x}	SD
Physical Self-Concept						
The level of your Physical fitness	255(48.7)	242(46.2)	6(1.1)	21(4.0)	3.40	0.71

The level of your hygiene	243(46.4)	258(49.2)	2(.4)	21(4.0)	3.38	0.70
The level to which you do your job well	236(45.0)	262(50.0)	5(1.0)	21(4.0)	3.36	0.70
Social Self-Concept					3.25	0.63
The level to which you have good working relationship with your colleagues	191(36.4)	308(58.8)	4(.8)	21(4.0)	3.28	0.67
The level to which you are free with people	193(36.8)	298(56.9)	11(2.1)	22(4.2)	3.26	0.70
The level to which you are approachable	182(34.7)	315(60.2)	6(1.1)	21(4.0)	3.26	0.67
The level of your benevolence	170(32.7)	310(59.6)	9(1.7)	31(6.0)	3.19	0.74
Academic Self-Concept					3.19	0.66
The quality of your research output	204(38.9)	275(52.5)	20(3.8)	25(4.8)	3.26	0.74
The level of your academic linkages	163(31.2)	312(59.8)	23(4.4)	24(4.6)	3.18	0.71
The level of your Peer recognition	140(26.8)	343(65.6)	16(3.0)	24(4.6)	3.15	0.68
Transpersonal Self-Concept					2.87	0.65
The level to which you can handle unexpected circumstances	194(37.1)	282(53.9)	25(4.8)	22(4.2)	3.24	0.73
The level to which you have the ability to face difficulty in life	148(28.2)	327(62.4)	23(4.4)	26(5.0)	3.14	0.71
The level to which you have the feeling of worthlessness and helplessness in life	72(14.0)	119(23.1)	170(33.0)	154(29.9)	2.21	1.02

Source: Field Survey Results, 2019

Decision rule: 1.0-1.49 = Very low level; 1.50- 1.99= Low level; 2.0-2.49= Average level 2.50-3.49 = High level and 3.50-4.0 = Very High level

Table 2 presents the results on research question one. According to the result of Table 1, the level of self-concept of librarians in university libraries in Southern Nigeria was high, based on the decision rule on the mean score of 2.95. Additional details from the analysis depict that physical self-concept (\bar{x} =3.38), social self-concept (\bar{x} =3.25), academic self-concept (\bar{x} =3.19) and transpersonal self-concept (\bar{x} =2.87) of librarians in university libraries in Southern, Nigeria indicates high levels. The implication of this analysis is that the university libraries in Southern Nigeria performed highly in all areas of self-concepts, most especially in the area of physical self-concept. The high level of self-concept of the library employees could be based on the reason that the university libraries recorded high scores in areas such as physical fitness (3.40), hygiene (3.38), job effectiveness (3.36), freedom with people (3.26) and approachability (3.26). Hence, these areas should be sustained to improve self-concepts of librarians in university libraries in Southern, Nigeria.

Hypothesis: Self-concept of librarians has no significant influence on librarians’ level of commitment in university libraries in Southern Nigeria

Table 3: Simple linear regression analysis of the influence of self-concept on librarians’ commitment

Predictors	Model 1	B	T	Sig.	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	1.936		24.867	.000	0.264	0.263	187.018	0.000
Self-concept	.326	.514	13.675	.000				

Dependent Variable: Librarians’ Commitment
 Predictor: (Constant), Self-Concept
 DF (F-Statistic) = 1, 521
 DF (T-Statistic) = 520

Source: Field Survey Results, 2019

Table 3 shows the simple linear regression analysis result for the influence of self-concept on librarians’ commitment in university libraries in Southern Nigeria. The independent variable of self-concept was regressed against librarians’ commitment using simple linear regression analysis. The result revealed that self-concept ($\beta=0.514$, $t(520) = 13.675$, $p < 0.05$) has a positive and significant influence on librarians’ commitment in university libraries in Southern Nigeria. The R² (0.264) of the regression model indicate that 26.4% of the variation in librarians’ commitment is explained by self-concept in university libraries in Southern Nigeria. The F-test of 187.018 validates the model's usefulness in predicting librarians’ commitment. From the data in Table 2, the established simple linear regression model is thus expressed as:

$$LC = 1.936 + 0.326 SC \dots \dots \dots \text{Model 1}$$

Where:

LC = Librarian Commitment

SC = Self Concept

The regression model 1 shows that holding self-concept to a constant zero, librarians’ commitment would be 0.326, implying that in the absence of librarians’ self-concept, librarians’ commitment to their jobs in university libraries in Southern Nigeria would be positive. The result of the simple linear regression model indicates that when self-concept of librarians is increased

by one unit, there will be a corresponding positive increase in librarians' commitment by 0.326. This result showed that self-concept is a significant predictor of librarians' commitment in university libraries in Southern Nigeria. Therefore, the null hypothesis was rejected. It is evident from this finding that librarians' commitment on the job depends on their self-concept.

It was imperative for the researcher to identify the dimensions of self-concept that contribute to librarians' commitment in university libraries in Southern Nigeria. Therefore, a multiple regression model was developed in Table 3.

Table 4: Multiple linear regression analysis of influence of self-concept (indicators) on librarians' commitment

Predictors	Model 2	β	T	Sig.	Tolerance	VIF	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	1.858		23.257	.000						
Social self-concept	0.137	.230	3.733	.000	.364	2.749				
Physical self-concept	0.094	.163	2.322	.021	.280	3.574	0.284	0.278	51.285	0.000
Academic self-concept	0.071	.123	2.035	.042	.376	2.656				
Transpersonal self-concept	0.043	.074	1.111	.267	.310	3.221				

Dependent Variable: Librarian commitment
 Predictors: (Constant), Social self-concept, Physical self-concept, Academic self-concept, Transpersonal self-concept
 DF (F-Statistic) = 4, 518
 DF (T-Statistic) = 514

Source: Field Survey Results, 2019

Table 4 shows the multiple linear regression analysis result for the influence of self-concept indicators on librarians' commitment in university libraries in Southern Nigeria. The indicators of self concept (social self-concept, physical self-concept, academic self-concept, transpersonal self-concept) were regressed against librarians' commitment using multiple linear regression analysis in Table 3. According to the result revealed in Table 3, social self-concept ($\beta = 0.230$, $t(515) = 3.733$, $p < 0.05$), physical self-concept ($\beta = 0.163$, $t(515) = 2.322$, $p < 0.05$) and academic self-concept ($\beta = 0.123$, $t(515) = 2.035$, $p < 0.05$) have positive and significant influences on librarians' commitment in university libraries in Southern Nigeria. The result shows that social self-concept contributes highest to librarians' commitment among the three

significant predictors of self-concept. On the other hand, transpersonal self-concept ($\beta = 0.074, t(515) = 1.111, p > 0.05$) had positive but insignificant influence on librarians' commitment. The *Adj. R²* (0.278) of the multiple regression analysis reveals that the self-concept indicators explained 27.8% of the changes in librarians' commitment in university libraries in Southern Nigeria.

The F-test of 51.285 (4, 518; $p < 0.05$) validates the model's usefulness in predicting librarians' commitment based on the self-concept indicators. From the data in Table 4.8a, the established multiple linear regression model 12 is thus expressed as:

$$LC = 1.858 + 0.137SSC + 0.094PSC + 0.071ASC \dots \dots \dots \text{Model 1}$$

Where:

LC = Librarian Commitment

SSC = Social Self-Concept

PSC = Physical Self-Concept

ASC = Academic Self-Concept

The regression model 1 shows that holding self-concept indicators to a constant zero, librarians' commitment would be 1.858, implying that without self-concept indicators librarians' commitment to their jobs in university libraries in Southern Nigeria would be positive. The result of the multiple linear regression model indicate that when social, physical and academic self-concepts are improved by one unit, there will be a corresponding positive increase in librarians' commitment by 0.137, 0.094 and 0.071 respectively. This finding suggests that librarians would be more committed to their jobs when their social, physical and academic self-concepts are met by the library administration.

Discussion of Findings

Research question one was formulated to establish the level of librarians' commitment in university libraries in Southern, Nigeria. Findings reveal high level of job commitment in university libraries in Southern, Nigeria. Several empirical, conceptual and theoretical literature reviewed in the study corroborates this finding. For instance, the finding is also consistent with that of Owolabi et al. (2013) who perceived commitment as a state whereby employees show the

highest level of dedication to support in the accomplishment of the organization's objectives. The finding also corroborates Irefin, and Ali (2014) who found that the level of employee commitment of the staff of the company is very high. The study of Opeke & Mayowa-Adebara (2020) is also in line with the study who discovered in their study high commitment of librarians. Also in agreement to this study are the studies of Okorie (2018); Mayowa-Adebara; Adegbaeye (2019) ; Irefin & Mechanic (2014). Similarly, Zeena, et al (2018) found that commitment is an emotional response that can be measured through people's behaviours, beliefs and attitudes. Equally, high levels of librarian job commitment supports the finding of Umar et al (2013) that, the employees of organizations whose work performance and productivity level of commitment is very high will perform better, while organizations whose employees have lower level of commitment will exhibit absence and lateness.

The research question two formulated to examine the level of self-concept among librarians in university libraries in Southern, Nigeria. The result revealed very high level of self-concepts among librarians in university libraries in Southern, Nigeria. This result suggests ways to improve the positive self-concept of librarians.. Several empirical, conceptual and theoretical literature reviewed in the study corroborate this finding. This finding resonates well with the Yahaya and Ramali (2009) who listed the four components of self-concept as physical, academic, social and transpersonal. This finding also agrees with Emil (2003) who defined self-concept as a planned way that is linked to one's image. The study also supports the work of Modupe (2010) who is of the opinion that negative self-concept has the tendency of limiting the willingness of one to try and can also hinder chances for one's growth and enjoyment thereby leading to nervousness, impossibility, hindrance, depression, recklessness etc. People with negative self-concept would, thus, be less prosperous in attaining recognition and prestige because they are not patient enough to control their reputation. Similarly, Manning (2007) believes that, promoting self-concept among employees will help reduce turnover intentions, and make the organization more attractive while equally enhancing positive behaviour and organizational effectiveness. This finding is also consistent with Judge et al (2001) who all maintained that positive self-concept is vital because it enhances librarians' sound mental status, promote problem- solving and commitment to job. Okonedo and Popoola's (2012) finding is also

in agreement with this while, Sung and Oh (2011) found that there is a significant positive relationship existing between self-concept and job satisfaction.

The hypothesis raised in this study found that self-concept of librarians has a significant influence on librarians' level of commitment in university libraries in Southern Nigeria. The null hypothesis was thus rejected. This result suggests the importance of self-concept in improving librarians' commitment to their jobs. This finding is consistent with several findings from literature reviewed. For instance, Okenedo et al (2015) revealed that productivity of academic librarians is positively correlated with self-concept. Similarly, Onuoha, et al (2016) in their empirical study on the role clarity, self-concept and job satisfaction of library personnel supported that there is a high level of self-concept and job satisfaction between respondents. Positive relationships were found to exist between self-concept and job satisfaction as well as role clarity and job satisfaction. In a related empirical study carried out by Shafaat, Qureshi, Hajazi, Khan and Azeemi (2013), it was confirmed that self-consistency, self-enhancement and self-expansion play an intervening role in individuals' self-concept to the identifying of organizational goals. Consistent with this finding, Ogiamien and Izuagbe, (2016) showed that organisational factors (organisational culture and organisational commitment) are stronger correlates of job performance among personnel in private university libraries in South-South Nigeria than psychological factors work motivation and self-esteem. In a similar trend, Boutwell (2003) showed a significant relationship between school identity and teacher commitment, between teacher self-concept and commitment, but not between school identity and teacher self-concept. Teachers valued most highly interactions with students; 66% noted the need to be recognized, praised and respected as professionals.

Conclusion and Recommendations

This finding becomes crucial in informing stakeholders in the academic sector on the need to sustain self-concept of library employees in order to enhance their commitment on the job. The study has shown that the job commitment of the librarians can be enhanced by improving their social, physical and academic self-concepts since these variables had positive and significant influences on librarians' commitment in university libraries in Southern Nigeria. The study also concludes that the librarians in the university libraries performed highly in all areas of self-

concepts measured in the study, most especially in the area of physical self-concept. The high level of self-concept of the librarians was based on the fact that the university libraries recorded high scores in areas such as physical fitness, hygiene, job effectiveness, freedom with people and approachability. Hence, these areas should be sustained to improve self-concepts of librarians in university libraries in Southern Nigeria. In essence, self-concept is a key factor in enhancing Librarians' commitment in University Libraries in Southern Nigeria. Self-concept is key to achieving librarians' commitments, thus, worthy of deliberate attention. The study, therefore recommended that.

- ❖ The management of Southern Universities in Nigeria need to create awareness and the need to develop and sustain high level of commitment among the librarians.
- ❖ Management of academic libraries should encourage and sustain activities like physical fitness, hygiene, which build and enhance self-concept of library employees in order to increase their commitment on the job.
- ❖ Librarians in Academic libraries in Southern Nigeria are encouraged to continually sustain job effectiveness and good working relationship. They should remain approachable and benevolent to colleagues and clients, thereby enhancing their social self concept.
- ❖ Academic librarians should be encouraged to contribute to knowledge, academic linkages and peer recognition so as to sustain their academic self concept.
- ❖ University libraries management in Southern Nigeria should continue to encourage and maintain high level of self concept among Librarians.
- ❖ More research work in the area of organizational behavior to ensure organizational goals are met without jeopardizing the individual goals of group members.

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