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Job Satisfaction and Organisational Commitment among Library Personnel in Public Tertiary Institution Libraries in Ogun State, Nigeria

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Abstract

This study investigated the correlation between job satisfaction and organisational commitment of library personnel in public tertiary institution libraries in Ogun State. This study made use of a descriptive research design of survey type. A total enumeration sampling technique was used to select all the librarians and library officers in the libraries for the study. Data relevant for the study was collected using a questionnaire from the respondents. 106 copies out of 130 copies of the questionnaire distributed were returned and found usable. Data were analysed by mean, percentages and frequency, person Moment Correlation Analysis and, Chi-square analysis. The findings revealed that general job satisfaction exists among the librarians in public tertiary institution libraries in Ogun State, Nigeria. in addition, this study affirmed that they had a high degree of job satisfaction and organisational commitment with co-workers, supervision, salary, and opportunities for promotion. A test of the relationship between job satisfaction and organisational commitment was positive at P>0.001 significant level. In conclusion, it is recommended that to ensure job satisfaction and organisational commitment there should be proactive measures in increased salary, opportune for promotion, internet working equipment and the preparedness of the public tertiary institution libraries in Ogun State, Nigeria.

Keywords: library personnel, job satisfaction, organizational commitment.

Introduction

One of the greatest areas of management techniques that administrators or managers cannot look down on is the level of job satisfaction that the workers may enjoy during the work process. Several scholars have come to agree that job satisfaction has a significant relationship with organisational performance and higher productivity in the industries; while others said there are either internal and external factors that increase or decrease the level of job satisfaction of workers in any organisation. Job satisfaction is multi-dimension in term of definition because different management scholars gave it meaning from different angles.

According to Afolabi, Awesola and Omole (2012), job satisfaction include the level of pay and benefits a worker receives in organisation, the perceived fairness of the promotion system within a company, the quality of working condition, leadership and social relationship as well as the job itself, all of which influence the level of job satisfaction of employees. Also, from

the point of view of librarians, Ebru (1995) explains that job satisfaction of librarians naturally depends on prevailing socio-economic conditions in a given country, maintaining that a librarian who does not earn reasonable wage for personal and family needs is far from being satisfied and committed to his or her job and organisation. Samad (2012) asserts that organisational commitment is recognized as a bond of the individual to the organisation. More so, it refers to a strong belief in and acceptance of the organisation's goals and values; a willingness to exercise considerable efforts on behalf of the organisation; and a strong desire to maintain membership in the organisation. In addition organisational commitment is the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer (The Pennsylvania State University, 2010).

Shieh (2014), Adekola (2012) and Ebru (1995) noted that the relationship between organisational commitment and job satisfaction may be due to the fact that when employees believe in the goals and objectives of their organisation, it tends to positively influence their outlook on the various facets of their working conditions. Similarly, Fletcher (2013) also explains that job satisfaction and organisational commitment deal with the nature of the emotional reaction to work and are found to be strong predictors of job performance.

This is not an exception to the public tertiary institutions' libraries. The bedrock of growth and development of a tertiary institution is a fully equipped institution library. Libraries form a vital part of the world's systems of education and information storage and retrieval. This made Hornby (2012) to describe library as an organised section in any established citadel of learning where books, journal, articles, textbooks, catalogues and other local and international publications are kept in archives for the use of academic works.

In private or public tertiary institutions throughout the world, the significance of the library cannot be underrated because it is the prime mover, cornerstone and catalyst toward improving and ensuring positive educational standard. Such institutions library setting must have trained librarians who possess or have a long time professional experience in library organization that are able to participate in the selection, acquisition, organisation and dissemination of relevant information resources in various formats to meet the requirements of the library users such as students, lecturers, researchers and non-academic staff.

The roles, duties and functions of librarians and library officers are absolutely diverse depending on the size and type of library the institution operates. In Nigerian tertiary

institutions, they perform multiple tasks, ranging from administrative function to technical function such as cataloguing and classification of books and monographs; indexing and abstracting of newspapers and periodicals; selection and acquisition of materials; provision of reference and referral services; documentation, conducting literature surveys, teaching the use of library and library resources, among others.

Librarians and library officers constitute the personnel bedrock of a tertiary institutions library making them an important indicator of the working climate. Professionally, they possess the skill and technical know-how in organisational structure, job classification, personnel policies and procedures, pay and benefits, working conditions and other institutional characteristics that can provide strong feedback for tertiary institution administrators. Since librarians occupy a strategic position in the tertiary institution system, their levels of job satisfaction and organisational commitment should have a direct impact on the way they perform their professional duties.

Most libraries, therefore, spend huge sums of money on training of these categories of personnel for better commitment; considering the vital roles of tertiary institution libraries. Tertiary institution libraries vary in shape, size, objectives and goals, but their function is both academic and administrative, and are all designed towards the achievement of the educational objectives of the institution. It is a central service unit of operation established to provide materials and facilities for study, teaching and research carried out in the tertiary institution. The vision, mission and strategies which are selected by tertiary institutions as a guide for meeting these functions, form the foundation on which the roles of an academic library are based. Therefore, the library caters for the information needs of the tertiary institution by providing reading materials for the various programmes of the tertiary institution.

Public tertiary institutions libraries are libraries owned by federal and state government tertiary institutions, and so receive allocations and support from the federal and state government and some percentage of the total grant to tertiary institutions are meant to go for library services. This is to enable them to support the academic objectives of the host institution. Librarians and library officers working in public tertiary institution libraries are referred to as academic librarians and para-professionals respectively. For one to become a librarian in tertiary institution libraries, one requires at least a university or college degree. Additional graduate education in librarianship is a factor that can enhance promotions or salary increases. Education and learning

are essential in making a good librarian, but also important, is the personality of the librarian. A librarian personality is very essential in delivering an effective service. This entails his relationship and attitude towards library users, colleagues and management. To be able to achieve success, a librarian must have satisfaction with his or her work, with working conditions, and extrinsic and intrinsic job satisfaction (Bamgboye, 2007). On the other hand, library officers are individuals who possess diploma certificate in library and information studies and use the same to work in libraries. Furthermore, librarians and library officers must be committed to organisational goals and objectives; and need to abide by the ethics of the profession. The above creates an enabling environment for both the library staff and users. It is also equally obvious that the quality of library services is dependent to a great extent on the quality of the staff; his or her background, training, motivation and experience.

Considering the above discussion, this study sets to investigate job satisfaction and organizational commitment among librarians in public tertiary institutions in Ogun State.

Statement of the Problem

There has been an increasing pressure from the public and government to improve commitment levels of public servants in Nigeria, including librarians. Visits to public tertiary institution libraries, supported by evidence from previous research revealed that librarians and library officers in tertiary institutions experience low levels of job satisfaction. They also exhibited negative attitudes towards their jobs as reflected in a lack of commitment, absenteeism, and lateness to work, tardiness, indolence and general inefficiency in service delivery. This trend has persisted unabated in spite of several motivational strategies adopted by government and parent organisations to improve the general welfare of employees through prompt payment of salaries and allowances, promotions, staff training, as well as the provision of the conducive work environment to enhance their levels of service delivery. This situation, Ebru (1995) observed was due to the fact that the employees were not satisfied with their jobs or aspects of their jobs. Dissatisfied employees are disposed to decline commitment to the organisations which negatively affects their performance and by extension the performance of the organisations. Published literature revealed that the most studied and most focal employee attitude is job satisfaction, which is frequently linked to motivation, and only scanty attention is accorded organisational commitment.

Moreover, the majority of previous studies were carried out in fields other than library and information science and in Nigerian settings. There is a great concern as to whether these studies are relevant to library and information science professionals in a developing country like Nigeria. However, if librarians and library officers are dissatisfied with their work process, it will negatively affect their work commitment and satisfaction which will have a negative influence on the overall performance of universities. Consequently, this study investigated the level of job satisfaction and organisational commitment among librarians and library officers in public tertiary institutions in Ogun State Nigeria.

Objective of the study

The main objective of this study is to investigate the job satisfaction and organisational commitment of librarians and library officers in public tertiary institution libraries in Ogun State, Nigeria. Other specific objectives of the study are to:

i.   ascertain the level of job satisfaction among librarians and library officers in public tertiary institution libraries in Ogun State;

ii.   ascertain the relationship between salary earned and organisational commitment among the librarians and library officers in public tertiary institution libraries in Ogun State;

iii.   examine the influence of regular or annual promotion on organisational commitment among the librarians and library officers in public tertiary institution libraries in Ogun State;

iv.   identify how managerial supervision can influence organisational commitment among the librarians and library officers in public tertiary institution libraries in Ogun State;

v.   find out how interpersonal relationship among workers can influence organisational commitment of librarians in public tertiary institution libraries in Ogun State, Nigeria;

Research Hypotheses

The following hypotheses posited in null form were tested at 0.05 level of significance:

1. There is no significant relationship between job satisfaction and organisational commitment among the librarians and library officers in public tertiary institution libraries in Ogun State.

2. Job satisfaction does not significantly contribute to organisational commitment among the librarians and library officers in public tertiary institution libraries in Ogun State.

Literature Review

Job satisfaction among librarians in developing countries was "lower" than that of developed countries and is related to the need of information in society. The major reasons behind this were "lack of need for information" and the society did not give indispensable value to the information experts and to the librarians. The need for information in a society determines the status of librarians there. That's the reason information need in developed countries improved the status of the librarian, while it is vice versa in developing countries. In any library, effective services can only be provided through human resources and level of job satisfaction definitely affects the excellence of the services delivered. According to Kaya participation in decision-making process, job security, proper working conditions and equality between authority and responsibility are also the major factors towards job satisfaction.

Hyder and Batool (2013) conclude that job satisfaction is significantly associated with the nature of work, fair treatment, co-workers and status of librarians in society. The above literature review has covered available studies that have been carried out to study the level of job satisfaction of librarians. The area of job satisfaction of librarians is very important and should be highlighted in local situations. Batool (2011) suggested that while measuring participative management perceptions of university librarians that there is a need to explore administrative practices in libraries and compare all public universities. Studies found commitment of librarians and important facets of job satisfaction. However, the compare of public Universities to private universities was needed to highlight the situation in detail. The present research work tried to cover the possible aspects of job satisfaction among public university librarians in Ogun State, Nigeria

Somayyeh (2013) defined Organisation is a social system whose viability and endurance rely upon the strong bond between its consisting elements. Perception of injustice by the personnel can damage the spirit of good working among them for it overwhelms their will and motivation. Injustice and unfair distribution of the organisation's wealth and assets lowers their morale and high spirit of hard-working. In the process of developing a just organisational behaviour and creating a sense of justice in the staff, it is of utmost importance to understand how actions based on justice influence different aspects of the employees' professional career.

Organisational commitment is, in fact, the acceptance of organisational values by the staff and their active involvement in organisational affairs. It has become clear in recent years that

organisational commitment is a powerful motive towards an organisation's success. According to studies carried out by Allen and Meyer (1990) organisational commitment is a state of mind in which the individual desire to remain in an organisation, and itself has three elemental factors: affective commitment (one's emotional bond with the organisation), normative commitment (sensing a duty to remain as a member of the organisation) and continuance commitment (the desire to remain in an organisation because of the privileges it has to offer or the losses one would have to suffer if he decided to leave the organisation).

In recent years many researchers have studied as organisational commitment and organisation's public relations. However, despite the significant effect organisational commitment on librarians, no comprehensive study has been carried out in this area. There are only some studies on the relation of organisational commitment with other variables in public and academic libraries of different countries. Among which the following are worth mentioning: Shi'a (2003), Haghirossadat (2010) Tella, Ayeni and Popoola (2010), Awan and Mahmood (2010), Owolabi and Salaam (2010). results of their studies showed that organisational commitment plays a strong role in a library's success. In light of the fact that no study on the relation organisational commitment in libraries has been carried out, the present research studies the academic libraries of Nigeria province governmental universities for clues leading to such relations.

Methodology

The descriptive survey design of correlational type was used for this study. The population of this study comprised 130 librarians and library officers from all the public tertiary institution libraries under investigation. The selected public tertiary institution libraries in Ogun State. Total enumeration sampling technique was used to capture the entire population for this study. The sampling size of this study covers the entire 130 librarians and library officers in the seven selected public tertiary institution libraries in Ogun State Nigeria. A total of 130 copies of the questionnaire were distributed to the respondents and 106 (81.5%) were returned and found usable. The data for each research question was analysed for a proper understanding of the responses of the respondents.

Data Analysis and Discussions of Findings

Data analysis for the study was done by frequency counts for the questionnaire rate of return and demographic information of the respondents. The multiple regression analysis was used for the two nun hypotheses drawn for the study.

Table 1: Rate of return of the Questionnaire by Institution and Category of the Personnel

Name of Institutions		Frequency	Per cent	Valid Percent	Cumulative Percent
Valid	Federal Polytechnic, Ilaro	14	13.2	13.2	13.2
	Federal University of Agriculture Abeokuta Library (Nimbe Adedipe Library)	17	16.0	16.0	29.2
	Moshood Abiola Polytechnic (Salawu Abiola Memorial Library)	8	7.5	7.5	36.8
	Federal College of Education Osiele Abeokuta (Gani Bello Library)	13	12.3	12.3	49.1
	Tai Solarin College of Education	4	3.8	3.8	52.8
	The Tai-Solarin University of Education, Jagun Library (Gbenga Daniel library)	16	15.1	15.1	67.9
	Olabisi Onabanjo University Library	34	32.1	32.1	100.0
	Total	**106**	**100.0**	**100.0**	

Table 1 shows the distribution of the frequency and percentages of librarians and various institutions selected for the study at seven selected public tertiary institution libraries in Ogun State Nigeria. The table indicated that 34(32.1%) of the respondents who participated in the study were from Olabisi Onabanjo University Library staff; 17(16.0%) of them were from the Federal University of Agriculture Library staff; 16(15.1%) of the respondents were from Tai Solarin University of Education Library staff, 14(13.2%) of them were Federal Polytechnic Library staff 13(12.3%) of the participant was from Federal College of Education Library staff, 8(7.5%) of the participants were librarians and library officers from Moshood Abiola Polytechnic while 4(3.8%)of them were library staff of Tai Solarin College of Education.

Figure 1: Analysis of Rate of Return of Questionnaire
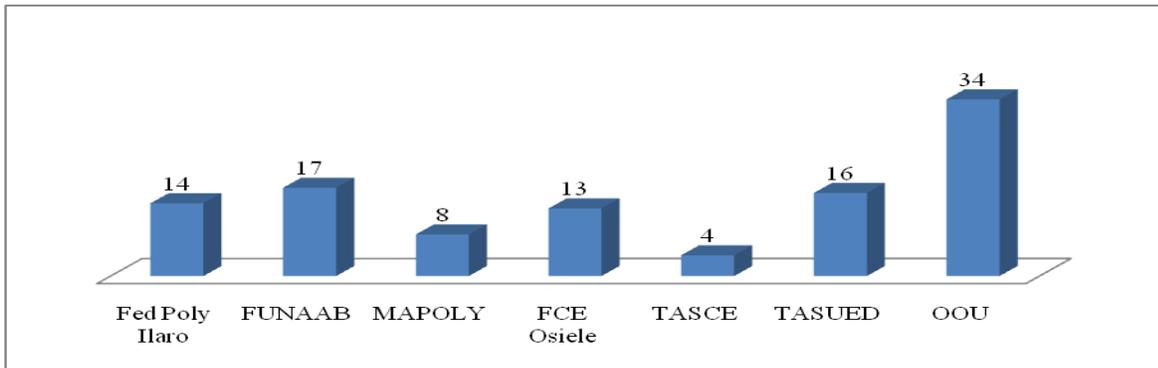
Figure2: Distribution of Respondents by Gender
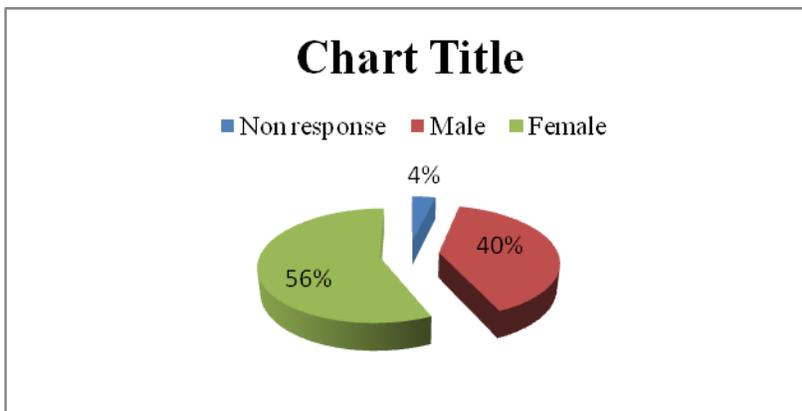
The gender distribution of the respondents indicates that 56% of the participants were female respondents, 40% were male and 4% of the participants failed to input their sex. The outcome of the inquiry indicated that over 50% of the librarians that participated in the research exercise were female.

Figure 3: Distribution of Respondents by Age

Figure 3 presents the age bracket of the respondents. There were 17 respondents within the age bracket of 18 to 25. The respondents within the age bracket of 26yrs to 35yrs and 36yrs to 45yrs respectively were 20; Age bracket 46yrs-55yrs had 36 respondents and, age bracket

56yrs and above had 9 respondents. However, 4 respondents did not indicate their age bracket. This indicated that the majority of the library personnel that participated in the study were matured, people.

Distribution of respondents by Highest Educational

Qualifications

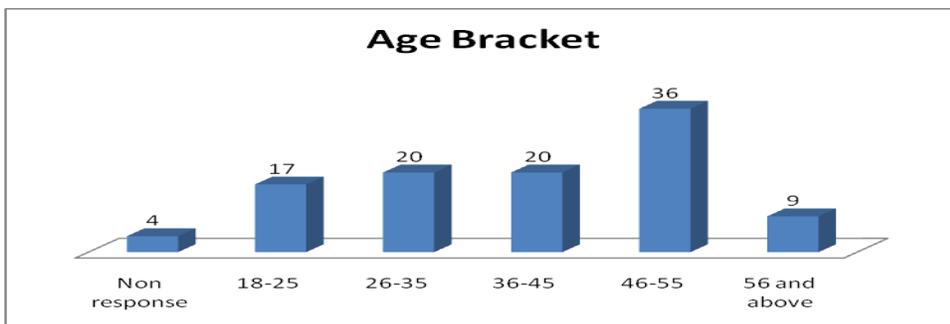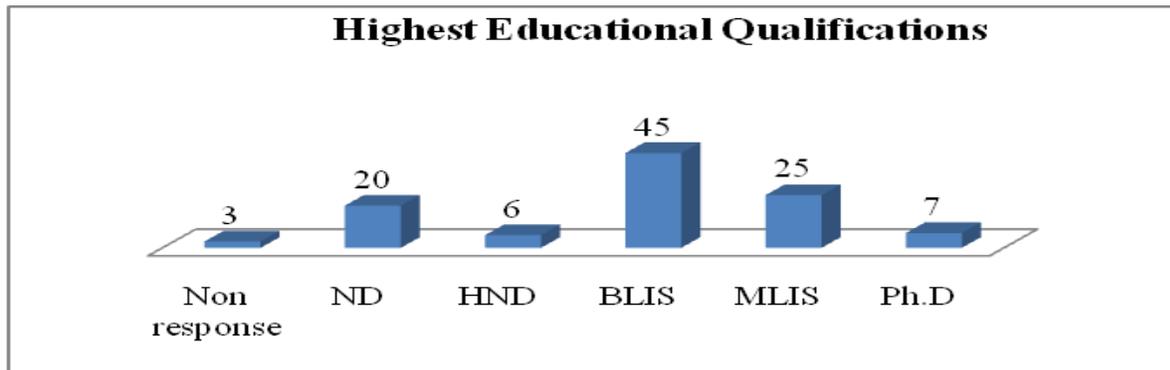Figure 4 shows the distribution of the respondents that participated in the study by their educational qualifications. The result indicated that 45% of the participant had Bachelor of library and information science, 25% of them had Master in library and information science, 20% of them had National Diploma certificate in library and information science, 6% of them had Higher national diploma certificate and, 7% of them had Doctor of Philosophy degree in library and information science. 3% of the respondents did not respond to the question about their educational qualifications. These findings show that all the participants were professional in the profession.

Figure 5: Distribution of Respondents by Years Work Experience

Figure 5 indicates the distribution of the respondents by work experience. The result of the working experience of respondents shows that 34 of them had worked and gained experience

between 0yrs-5yrs; 17% of them had between 11yrs-15yrs of work experience, 16% of them had between 6yrs-10yrs working experience, 15% of them had between 21yrs-25yrs experience at work; 8% of them said they had 26yrs-30yrs experience at their profession; 7% of them had between 31yrs-35yrs working experience; 6% of them had 16yrs-20yrs working experience, 2% of them indicated that they had over 36years work experience while 1% of the respondents did not respond. The findings reveal that most of the participants were qualify and experienced in the profession of library and information services.

Figure 6: Distribution of Respondents by Job Status

From Figure 6 above, it can be seen that 19% of the respondents were library officers; 13% of them were librarian I; 12% of the respondents were in librarian II; 11% of them were principal library officers, 8% are senior librarian, 6% of them were higher library offices, 4% of them were both senior library officers and deputy University librarian/deputy college librarian respectively, 3% of them were the principal librarian, 3% of the result was equally recorded under chief library officer, assistant librarian and University Librarian/College librarian while 1% of the respondent is assistant chief librarian officer. This analysis indicates that the respondents cut across all the cadres of library and information services at professional and Para-professional levels.

Table 2: Librarians' and Library Officers' Job Satisfaction

S/N	Statement	CS (%)	S (%)	D (%)	CD (%)	Mean	SD
1	I am satisfied with the salary I receive	11(10.4)	52(49.1)	32(30.2)	10(9.4)	2.37	0.832
2	The benefits package for employees is encouraging	7(6.6)	50(47.2)	36(34)	11(10.4)	2.44	0.84
3	The level of motivation I derive from my present job is commendable.	15(14.2)	56(52.8)	26(24.5)	6(5.7)	2.16	0.841
4	The level of autonomy I derive from the present job in my unit/section is enough to give me job security.	18(17)	67(63.2)	17(16)	2(1.9)	1.99	0.697
5	The level of utilization of my professional skills in my present job is tasking.	17(16)	63(59.4)	17(16)	2(1.9)	1.91	0.811
6	The cordial relationship with my supervisor and other co-workers	40(37.7)	59(55.7)	6(5.7)	0(0)	1.66	0.6
7	The level of involvement in decision making on issues that affect me	22(20.8)	54(50.9)	24(22.6)	3(2.8)	2.02	0.816

Table 2 shows the analysis of the mean responses of the respondents on job satisfaction. The table indicates that the respondents were satisfied with the salary they received, the mean score of 2.37. Respondents with a mean score of 2.44 agreed that the incentive packages received in their respective libraries are quite encouraging and motivating. Further, 2.16 of the respondents who participated in the study indicated that the level of motivation incentives they derived from their respective libraries is commendable. High level of autonomy in the workplace which increases the level of job security in the libraries are attested to by 1.99 respondents and, 1.91 of them indicated that the level of utilisation of their professional skills is well structured but tasking. Respondents with a mean score of 1.66 attested that the relationship with their supervisors and co-workers is well planned and structured within the organisation structure; while respondents with a mean score of 2.02 indicated that their level of involvement in decision making in their respective library is recognised, welcomed and considered.

Table 3: Librarians' and Library Officers' Level of Organisational Commitment

S/N	Level of Commitment	SA (%)	A (%)	D (%)	SD (%)	Mean	Sd
1	I would be happy to spend the rest of my career in this institution working as a librarian	31(29.2)	49(46.2)	22(20.8)	2(1.9)	1.92	0.806
2	I feel I am respected as a librarian in this institution library myself to be part of this institution	35(33)	60(56.6)	10(9.4)	1(0.9)	1.78	0.647
3	I always feel as if this institution's problems are my own.	34(32.1)	58(54.7)	12(11.3)	2(1.9)	1.83	0.697
4	I do feel a strong sense of belonging in my institution.	39(36.8)	55(51.9)	10(9.4)	1(0.9)	1.73	0.684
5	I am emotionally attached to my work as a librarian	47(44.3)	51(48.1)	8(7.5)	0(0)	1.63	0.622
6	I always would feel guilty if I left my work undone	57(53.8)	43(40.6)	4(3.8)	0(0)	1.46	0.604
7	This institution deserves my loyalty.	45(42.5)	53(50)	3(2.8)	2(1.9)	1.58	0.688
8	I love the flexibility of my work.	40(37.7)	54(50.9)	9(8.5)	0(0)	1.65	0.677
9	I do feel an obligation to remain with my current employer.	22(20.8)	52(49.1)	23(21.7)	5(4.7)	2.03	0.878
10	Even if it were to my advantage, I do not feel it would be right to leave my institution presently.	22(20.8)	38(354.8)	37(34.9)	6(5.7)	2.2	0.93
11	I would not leave my institution because I have a sense of obligation to the people therein.	25(23.6)	38(35.8)	34(32.1)	8(7.5)	2.22	0.926
12	It would be hard for me to leave my institution right now, even if I want to.	29(27.4)	34(32.1)	34(32.1)	9(8.5)	2.22	0.946
13	I believe that I have too few options to consider leaving this institution.	20(18.9)	50(47.2)	28(26.4)	8(7.5)	2.23	0.843
14	If I had not already committed myself to the institution, I might consider working elsewhere.	17(16)	45(42.5)	38(35.8)	5(4.7)	2.27	0.823
15	One of the negative consequences of leaving my present job would be the scarcity of available alternatives.	23(21.7)	50(47.2)	26(24.5)	7(6.6)	2.16	0.841
16	Too much of my life would be disrupted if I decide to leave my institution right now.	12(11.3)	33(31.1)	47(44.3)	13(12.3)	2.56	0.885
17	Right now, staying with my institution is a matter of necessity.	24(22.6)	49(46.2)	28(26.4)	3(2.8)	2.06	0.826

Table 3 shows the result of the mean responses of the respondents on their level of organisational commitment in the public tertiary institution libraries in Ogun State Nigeria. The table reveals that respondents with a mean score of 1.92 indicated that they are happy to stay in their current

libraries until they retire from active work. Respondents with a mean score of 1.78 indicated that they were respected and appreciated in their current place of employment. As at the time the study was conducted, 1.83 of them said they always feel that they would like to share the institutions problems as part of their personal problem; 1.73 of them explains that they enjoy a great sense of belongings in their various organisations; 1.63 of them said they are emotionally attached to their individual responsibility and work process as needed; 1.46 of them claims that they would feel guilty if tasks are not properly carried out or completed; 1.58 of them said the institutions deserved their personal loyalty; 1.65 claims to love the flexibility of their work structures. Furthermore, 2.03 of them explained that they feel like staying in their current organisation until they retire; 2.2 of them said they cannot leave their present working place even when advantages are attached to their leaving to another place of work; 2.22 of the respondents equally said they it will be hard for them to leave their current place of work and that they cannot leave their current organisations because they have an obligations to fulfil in order to assists the growth and development of the organisation.

Respondents with 2.23 mean score said they have few options to consider leaving their respective institutional libraries; 2.27 of them said they are already committed to the institutions so they will stay and build the institutions but if not they can navigate to another organisation attached with great advantages. 2.16 of them said that one of the consequences for leaving their present jobs will be on the security of available alternatives, 2.56 respondents explained that if they leave their current place of work their lifestyle will be disrupted. 2.06 of the respondents posited that staying with their institutions is a matter of necessity. The analysis indicates that the respondents were happy with their present employment and that it would be difficult for them to leave their present jobs for another even when better benefits are associated with it. More so, the security associated with their organisation is highly commensurable and that they will prefer to stay, work and get retire in their present place of work.

Table 4: Factors Influencing Job Satisfaction and Organisational Commitment

S/N	Factors Influencing Job Satisfaction and Organisational Commitment	SA (%)	A (%)	D (%)	SD (%)	Mean	Sd
1	My present salary equates my academic qualification(s) and experience.	19(17.9)	42(39.6)	34(32.1)	10(9.4)	2.31	0.909
2	My present salary is equivalent to the workload given to me in the library.	12(11.3)	33(31.1)	39(36.8)	21(19.8)	2.63	0.959
3	Non-salary benefits accruing from my present job (leave grant, travel allowance, health insurance, housing and vehicle loans) are helping me in my place of work.	18(17)	36(34)	34(32.1)	16(15.1)	2.42	1.003
4	Retirement benefits/pension scheme are available for the librarians in my institution.	27(25.5)	64(60.4)	11(10.4)	3(2.8)	1.89	0.708
5	Contingent rewards are available for the librarians in my institution (pay raise, commendation, awards, etc.).	10(9.4)	53(50)	33(31.1)	7(6.6)	2.29	0.839
6	Tertiary institution policies regarding staff promotion are well detailed in my institution.	30(2.8)	58(54.7)	10(9.4)	5(4.7)	1.85	0.814
7	Criteria used for staff promotion exercise is open to all member of staff in my institution.	28(26.4)	59(55.7)	11(10.4)	7(6.6)	1.95	0.821
8	Available opportunities for advancement in my job are highly structured and followed.	20(18.9)	58(54.7)	22(20.8)	3(2.8)	2.02	0.793
9	Prompt promotion of staff as at when due in our institution makes me glad.	27(25.5)	52(49.1)	20(18.9)	5(4.7)	1.99	0.845
10	Duties/responsibilities are assigned to me by the head of a unit/department.	37(34.9)	61(57.5)	5(4.7)	1(0.9)	1.68	0.641
11	The level of supervision of my work by my head of unit/department is accurate.	26(24.5)	71(67)	6(5.7)	1(0.9)	1.79	0.613
12	The level of authority delegated to me by my boss (es) is encouraging.	28(26.4)	61(57.5)	14(13.2)	0(0)	1.81	0.692
13	The management style of my head of unit/department is attractive to me in my institution.	24(22.6)	60(56.6)	18(17)	0(0)	1.87	0.731
14	I relate with my colleagues in the library in line with professional ethics.	42(39.6)	55(51.9)	5(4.7)	2(1.9)	1.65	0.691
15	My relationship with staff in other departments within the institution is cordial.	42(39.6)	58(54.7)	3(2.8)	1(0.9)	1.61	0.626
16	I relate with my boss (es) is in line with managerial ethics.	36(34)	61(57.5)	5(4.7)	1(0.9)	1.67	0.658
17	My relationship with my subordinates in the library is cordial.	43(40.6)	53(50)	6(5.7)	1(0.9)	1.61	0.684
18	My relationship with our library users is positive.	53(50)	48(45.3)	2(1.9)	1(0.9)	1.5	0.621

Table 3 is focused on factors on factors influencing job satisfaction and organisational commitment. The table indicated that 2.31 of the respondents claimed that their present salary equates their academic qualification and experience; 2.63 of them said that their present salary is equivalent to the workload they faced within their respective libraries. Respondents with mean score of 2.42 indicated that non salary benefits accruing from their present jobs such as leave grants, travelling allowance, health insurance, housing and vehicle loans are helping them at their present place of work; 1.89 of them said that their retirement benefits /pension scheme are available for librarians in their various institutions, 2.29 of them asserts that contingent rewards are available for librarians usage in their various selected institutions (pay raise, accommodation awards, etc.), 1.85 of them claims that the institutions policy or policies regarding staff promotions is well structured and details in their place of work, 1.95 of them said criteria used for staff promotion exercise is open to all members of staff without sentiment. 2.02 mean score of the respondents claimed that available opportunity for advancement in their places of work are highly structured and followed to the letter, 1.99 of them said prompts promotion of staff as at when due in their various institution brings happiness in to their life's and the work place, 1.68 of them asserts that duty/responsibility are assigned to different individuals by the head of the unit/department in their various working place, 1.97 of them explains that the level of supervision at work by the unit/department heads is more accurate and perfect, 1.81 of them avers that the level of authority dedicated to them by the superior authority such as the unit/departments heads is more encouraging, 1.87 of them said the management style of their heads of unit/department is more encouraging and looks more attracted to them to obey and respect at all time, 1.65 of them claims that there is perfection in the way they relate with other librarians in their various fields due to professional ethics duly followed, 1.61 of them said that their relationship with staff from another department in the institutions is cordial apart from the relationship established among the librarians, 1.67 of them said they enjoy great relationship with their superiors at work place in line with managerial ethics, 1.61 of them claims that their relationship with subordinate in the library was cordial while 1.5 of them stressed that their relationship with library users such as independent researchers, students and non-government agents who make use of the libraries is very cordial. From these analyses, it can be inferred that the librarians and library officer in the selected institutions were happy and committed to their jobs.

Table 5 : Indicators of Job Dissatisfaction and Lack of Organisational Commitment

S/N	Indicators of Job Dissatisfaction and Lack of Organisational Commitment	SA (%)	A (%)	D (%)	SD (%)	Mean	Sd
1	Lateness to work	27(25.5)	21(19.8)	21(19.8)	32(30.2)	2.45	1.288
2	Obvious indolence	20(18.9)	30(28.3)	25(23.6)	22(20.8)	2.29	1.234
3	Regular absenteeism	25(23.6)	24(22.6)	26(24.5)	24(22.6)	2.33	1.248
4	Unfriendly attitude to work	24(22.6)	30(28.3)	25(23.6)	21(19.8)	2.29	1.187
5	Low productivity and turnover	25(23.6)	29(27.4)	23(21.7)	23(21.7)	2.3	1.212
6	Low morale	23(21.7)	31(29.2)	24(22.6)	22(20.8)	2.31	1.19
7	Insubordination to a supervisor and other superior authorities	26(24.5)	27(25.5)	22(20.8)	25(23.6)	2.32	1.239

Table 5 illustrates the mean responses of the respondents in their various workplaces on their understanding of indices job dissatisfaction and non-commitment to the organisation's growth and development. The result revealed that 2.45 of them indicated lateness to a place of work is a sign of job dissatisfaction or less commitment to organisational growth and development. 2.29 of them claimed that obvious indolence is a sign of job dissatisfaction or less commitment to organisational growth and development. 2.33 of them responded that regular absenteeism is a sign of job dissatisfaction or less commitment. 2.29 of they indicated unfriendly attitudes to work process is a sign of job dissatisfaction and less commitment to the work process. 2.3 of them claimed low productivity and turnover are typical examples of job dissatisfaction and less commitment to organisations, 2.31 of them responded that when workers are facing the problem of low morale or feeling that he/she is not needed in the organisation it will lead to job dissatisfaction or less commitment and, while 2.32 of them said that insubordination to supervisor and other superior authority can lead to job dissatisfaction or worker less commitment to the work process in any organisations. From the table, it can be drawn that the constraints to the job satisfaction and organisational commitment includes low morale, a harsh relationship between workers and superior officers, low motivational incentives and delay in salary payments are some of the mentioned factors.

Table 6: Influence of Job Satisfaction on Organisational Commitment of Librarians and Library Officers

S/N	Influence of Job Satisfaction and Organisational commitment of librarians on the productivity of the library	SA(%)	A(%)	D(%)	SD(%)	Mean	Sd
1	Job satisfaction increases organisational commitment	56(52.8)	44(41.5)	1(0.9)	0(0)	1.39	0.595
2	It leads to overall organisational productivity	50(47.2)	51(48.1)	1(0.9)	0(0)	1.46	0.588
3	It reduces frequent restiveness and union crises	45(42.5)	49(46.2)	7(6.6)	0(0)	1.55	0.692
4	It increases labour turnover	38(35.8)	49(46.2)	10(9.4)	5(4.7)	1.75	0.86
5	Output maximization	37(34.9)	57(53.8)	6(5.7)	2(1.9)	1.67	0.727
6	Improvement in library services	49(46.2)	50(47.2)	3(2.8)	0(0)	1.49	0.621
7	Encourages teamwork	50(47.2)	49(46.2)	2(1.9)	1(0.9)	1.49	0.651

Table 6 reveals the outcome of the mean responses of the respondents on their perception of influences of job satisfaction on organisational commitment. The result shows that 1.39 of the respondents said job satisfaction will increase organisational commitment among workers in different dimension, 1.46 of them claims that job satisfaction will lead to overall organisational productivity, 1.55 of them avers that said job satisfaction reduce frequent restiveness and union crisis in the various institutions selected for the study; 1.75 of them emphasised that job satisfaction increases labour turn over in any organisations; 1.67 of the participants posited that job satisfaction increase output; 1.49 of them indicated that the application of job satisfaction can bring about improvement in library services and encourage teamwork among its staff and members. From the analysis, it can be seen that the respondents acknowledge the importance of job satisfaction in their respective libraries, therefore; they strongly believed that one of the major reasons for the stay in their present job is that they are really satisfied with their present jobs.

Testing of Research Hypotheses

Null hypotheses drawn for the study were tested at 0.05 level of significance:

Hypothesis 1: There is no significant relationship between job satisfaction and organisational commitment among librarians and library officers in public tertiary institution libraries in Ogun State.

Table 7: Relationship between job satisfaction and organisational commitment

Variable	N	Df	Pearson Chi-Square	p-value	Remark
Job satisfaction	106				
		12	17.256	0.140	Not Sig
Commitment	106				

Table 7 shows Chi-square=17.256, N=106, p>0.05) that there is no significant relationship between job satisfaction and organisational commitment among librarians and library officers in public tertiary institution libraries in Ogun State. The null hypothesis is accepted.

Hypothesis 2: Pay does not significantly influence the organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria.

Table 8: Pay and organisational commitment

Variable	N	Df	Pearson Chi-Square	p-value	Remark
Pay	106				
		8	15.677	0.047	Sig
Commitment	106				

Table 8 shows (Chi-square=15.677, N=106, p>0.05) that pay has significant influence organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria.

Hypothesis 3: Nature of work does not significantly influence the organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria.

Table 9: Nature of work and organisational commitment

Variable	N	Mean	SD	r.cal	p-value	Remark
Nature of work	106	2.29	0.70			
				0.332	0.001	Sig
Commitment	106	1.90	0.60			

Table 9 shows (r=0.332, N=106, p<0.05) that there is a low positive relationship (influence) between nature of work and organisational commitment of librarians and library officers in

public tertiary institution in the Ogun State of Nigeria and the relationship is significant. So the null hypothesis is rejected.

Hypothesis 4: Promotion does not significantly influence the organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria.

Table 10: Promotion and organisational commitment

Variable	N	Df	Pearson Chi-Square	p-value	Remark
Promotion	106				
		8	19.742	0.011	Sig
Commitment	106				

Table 10 shows (Chi-square=19.742, N=106, p>0.05) that Promotion does have significant influence organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria. The hypothesis is further subjected to correlation analysis as presented in Table 11.

Table 11: Relationship between promotion and organisational commitment

Variable	N	Mean	SD	r.cal	p-value	Remark
Promotion	106	2.04	0.75			
				0.340**	0.000	Sig
Commitment	106	1.90	0.60			

Table 10 shows (r=0.340, N=106, p<0.05) that there is a low positive relationship (influence) between promotion and organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria and the relationship is significant. So the null hypothesis is rejected.

Hypothesis 5: Table 12: Supervision and organisational commitment of librarians and library officers

Variable	N	Df	Pearson Chi-Square	p-value	Remark
Supervision	106				
		6	33.763	0.011	Sig
Commitment	106				

Table 12 shows (Chi-square=33.763, N=106, p>0.05) that supervision does have significant influence organisational commitment of librarians and library officers in public

tertiary institution in the Ogun State of Nigeria. Correlation analysis of the hypothesis was done below.

Table: 13 Relationship between supervision and organisational commitment

Variable	N	Mean	SD	r.cal	p-value	Remark
Supervision	106	1.91	0.56			
				0.306**	0.000	Sig
Commitment	106	1.90	0.60			

Table 13 shows (r=0.306, N=106, p<0.05) that there is a low positive relationship (influence) between supervision and organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria and the relationship is significant. So the null hypothesis is rejected.

Hypothesis 6: Organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria is not significantly influenced by interpersonal relations.

Table 14: Organisational commitment and interpersonal relations

Variable	N	df	Pearson Chi-Square	p-value	Remark
interpersonal relations	106				
		6	20.594	0.002	Sig
Commitment	106				

Table 14 shows Chi-square=20.594, N=106, p>0.05) that interpersonal relations do have significant influence organisational commitment of librarians and library officers in public tertiary institution in the Ogun State of Nigeria. The hypothesis was further subjected to correlation analysis.

Table15: Relationship (influence) between interpersonal relations and organisational commitment

Variable	N	Mean	SD	r.cal	p-value	Remark
interpersonal relations	106	1.59	0.598			
				0.254**	0.000	Sig
Commitment	106	1.90	0.60			

Table 15 shows (r=0.254, N=106, p<0.05) that there is a low positive relationship (influence) between interpersonal relations and organisational commitment of librarians in public tertiary institution in the Ogun State of Nigeria and the relationship is significant. So the null hypothesis is rejected.

Summary of findings

   i.   There is a relationship between job satisfaction and organisational commitment.

  ii.   Constant payment of workers salary has a significant influence on organisational commitment of librarians.

 iii.   The outcome of the inquiry shows that the higher the positive relationship between the nature of work, the higher the level of organisational commitment of librarians.

 iv.   The result of the findings deciphers that the constant the level of promotion, the lower the rate of organisational commitment of librarians due to several reasons and opinion.

  v.   Adequate supervision does have significant influence on organisational commitment of librarians.

Conclusions

The study was conducted based on specific objectives as scientific guides. The relationship between job satisfaction and organisational commitment among librarians in public tertiary institution libraries in Ogun State may be significant. Thus, the outcome of the inquiry deciphers that there is no significant relationship also the findings deciphers that pay does have significant influence organisational commitment of librarians and library officers in public tertiary institution libraries in Ogun State.

Recommendations

1) Librarians and library officers need to be adequately trained and retrained to be in line with the rate at which library services grow in the world. This would raise their level of commitment and productivity in libraries.

2) The working conditions of the librarians and library officers should be improved upon in order to ensure commitment, productivity and efficient library services

3) The libraries should be adequately funded and public enlightenment should be encouraged so as to get more philanthropists or non-governmental organizations in the development and growth of the libraries in Nigeria. This will further encourage librarians and library officers to show more commitment to their duties and the libraries.

4) The librarians should purge themselves from lack of total commitment and come up with various techniques and suggestions that can bring about improvement in the library services in the libraries.

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