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# JOB SATISFACTION AS A PREDICTOR OF PERSONNEL COMMITMENT: A STUDY OF UNIVERSITY LIBRARIES IN SOUTH–WEST NIGERIA

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## Abstract
This study investigated level of job satisfaction and its influence on personnel commitment in university libraries in South – West, Nigeria. The study used descriptive survey research design. The population of the study comprised of 1,163 participants from public and private university libraries in South – West, Nigeria, out of which 643 participants were sampled using multistage sampling technique. A structured questionnaire was used to collect data. A total of 643 copies of the questionnaire were administered, out of which five 541 copies representing 84.1% were retrieved and analysed. Data collected were presented and analysed using both descriptive and inferential statistics. Mean, percentage, standard deviation were used to analysed research questions while regression analysis was used for the hypothesis. Results indicated that level of job satisfaction was high in term of the nature of work (M = 3.87), opportunities for promotion (M = 3.30), Supervision (M = 3.14) and communication flow (M = 3.45). Also, the results revealed that job satisfaction significantly influenced personnel commitment in university libraries ($p \leq 0.05$). The study concluded that job satisfaction predicts personnel commitment in the region. Based on the conclusion, the study recommended that university policy makers should prioritise equitable renumeration and work environment for library mpersonnel to sustain commitment and professional engagement.

***Keywords:*** *Commitment, Personnel, Job Satisfaction, Libraries, University*

## Introduction
Libraries play a crucial role in supporting institutional academic programmes by meeting information needs of students, staff and other researchers in the academic community. As an academic arm of educational institutions, the library is responsible for selecting, acquiring, organising, storing, retrieving and dissemination of information resources including both books and non-book materials to support effective learning, teaching, research and recreational activities. Therefore, to fulfil the objectives of its establishment, library personnel must not only be qualified academically but committed.

Commitment is defined as a psychological relationship between employees and their organisations, in which the employees accept and ready to pursue organisation's objectives and are inclined to remain with the organisation (Rina, 2018). It reflects the level of personnel dedication to organisational goals and their willingness to remain in the institution. Committed personnel work diligently, dutifully, promote organisation's services or products and actively support its continuous development. Likewise, when committed, personnel are creatively engaged in the organisation's mission and values and constantly seek ways to improve operational efficiencyand effectiveness (Irefin & Ali, 2014). Such personnel are instrument to the growth and development of the organisation.



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Various approaches have been proposed to assess personnel commitment in organisations. One of the most widely adopted is the three-component model developed by Meyer and Allen (1991), which includes affective, continuance and normative commitment. Affective commitment refers to the emotional attachment personnel have to the organisation and its goals. Continuance commitment reflects a personnel's awareness of the cost associated with leaving the organisation. In essence, it is a form of cost-benefit analysis. Normative commitment involves a sense of obligations personnel feel towards the organisation driven by personal norms and values. Thus, it should be noted that these three forms of personnel commitment are related and could be resulted to organisational attitude and behaviour associated with punctuality, productivity, turnover and job performance (Davis, 2018; Fako *et al*. 2018).

Given the importance of personnel commitment to organisational successes, researchers have exermined its effects on outcomes such as performance, turnover intention, and productivity, while also identifying key that enhance or hinder such commitment. One of the primary factors influencing commitment is job satisfaction which includes element such as recognition, salary, career advancement, working conditions, responsibility, promotion opportunities among others.

Job satisfaction refers to the positive or negative attitudes, feelings and perceptions personnel hold as a result of evaluating their job experience (Uysal, 2018). It reflects the extent to which personnel enjoy their work and feel that their job expectations have been satisfied. Job satisfaction has long been explored in organisational studies, particularly within the field of library and information science. This is primarily due to the beliefs that job satisfaction affects work effort, performance, absenteeism, turnover intention and commitment. Yaya (2019) emphasised that job satisfaction enhances personnel's efficiency, particularly in academic libraries, as satisfied employees tend to be more productive, reliable and committed.

Given the critical role of library service in university communities, research into factors that enhances job satisfaction has become essential. Researchers have found that there are various factors responsible for the job satisfaction of personnel. These factors include pay and benefit, perceived fairness in promotion, recognition of achievements, favourable working conditions and the degree of ease or difficulty in in performing job tasks (Attiq, 2017; Butt, 2018; Veress & Gavreliuc, 2018). Similarly, Naseem (2018) identified the components of job satisfaction to include the nature of the job, interpersonal relationships, supervision, organisational policies and support, compensation, promotion and advancement.

According to Herzberg's theory of motivation, while some factors enhance job satisfaction, others when absent leads to dissatisfaction but do not have necessarily increase satisfaction when present. It is therefore important for university libraries management to identify the factors that promote satisfaction and address those that contribute to dissatisfaction so as to guide against it. Satisfied personnel are more likely to be productive, efficient and committed to the organisation.



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### Statement of the Research Problem

The success or failure of any service oriented organisations such as university library depends on management of its personnel in terms of job satisfaction and commitment. From the preliminary investigation by the researcher to some universities in the South-West geo-political zone of Nigeria, it was revealed that many personnel in the university libraries have poor attitude to work. This is obvious in personnel's attitude such as lateness to work, absenteeism for trivial reasons, dereliction of duties as well as high intention to leave the library if such opportunity arises. However, the researcher's interaction with some staff of the universities visited attributed the causes to many factors among which are: perceived organisational injustices, poor remuneration, un-conducive work environment, poor recognition as well as lack of opportunity for career advancement. Therefore, the study investigated job satisfaction as predictor of personnel commitment in university libraries in South West, Nigeria.

### Objectives of the Study

1. To determine the level of job satisfaction among personnel in university libraries in South-West Nigeria;
2. To examine the influence of job satisfaction on personnel commitment in university libraries in the region.

### Research Questions

1. What is the level of job satisfaction among personnel in university libraries in South-West Nigeria?
2. How does job satisfaction influence commitment in university libraries in South-West Nigeria?

## LITERATURE REVIEW

### Concept of Personnel Commitment

Commitment is defined as dedication or promises to provide a service, product or loyalty to a particular person, organisation, cause, or belief, and a willingness to get involved (Mcintyre, 2016). One may be committed to people, to organisation or one's workplace as well as to one's career or profession. Building personnel commitment is undoubtedly very important for all organisations, because personnel are the main sources for continued success and performance. Researchers have defined personnel commitment differently. Personnel commitment often interchangeably used with employees or organisational commitment as interchangeably used in literature is defined as a psychological attitude that attaches an employee to an organisation in a manner that reduces his or her turnover intention (Allen & Meyer, 1991).

Israel *et al.* (2017) described personnel commitment as the collection of feelings and beliefs that employees have about their organisation as a whole. Faisal and Al-Esmael (2014) viewed personnel commitment as exertion of extra effort beyond that expected from employees; pride in the organisation; desire to stay in the organisation; internalisation of the values and goals of the organisation; willingness to accept any job in the organisation in order to keep its membership; loyalty to the organisation; and considering the organisation as the best of all organisations.

Moreover, Rina, (2018) defined it as a psychological relation between employees and their organisation by accepting and carrying out the objectives set, as well as having a strong influence of staying with the organisation. According to Zhou *et al.*



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(2014), most scholars support the view of Allen and Meyer (1991) that personnel commitment reflects the psychological status between employee and organisations. Thus, in this study, personnel commitment is viewed as personnel's level of dedication to his or her organisational goals and objectives and his or her willingness to put more efforts in achieving such organisation's set objectives.

According to Allen and Meyer (1991), personnel commitment has three components, namely: affective commitment, continuance commitment and normative commitment. McShane and Von Glinow (2018) viewed affective commitment as concerned with worker's emotional attachment to, involvement in, and identification with the firm they are working with. Affective commitment is a sense of attachment and a feeling of belonging to the organisation. Individuals that have affective commitment are likely to influence others in the organisation to become more productive (Slack *et al.,* 2010). They opined that individuals that exude affective commitment have a more positive work experience and assist with strengthening the workforce, inside and outside of the organisation. Personnel who have a high level of affective commitment are high engaged representatives of their organisation since they can assist with increasing other employees' affective commitment levels by reason of their positive relationship with the organisation (Slack *et al.,* 2010).

Normative commitment on the other hand, is a feeling of obligation on the part of personnel to maintain membership of his or her organisation. The sense of obligation also derives from the employee having a positive experience that is attributed to the organisations showing an interest in them as an employee and a person (Rodrigo, 2012). Normative commitment is considered to be greater in the organisation where there are incentives of being an employee in the organisation (Allen & Meyer, 1991; Slack *et a*l., 2010). Normative commitment increases when there are affective committed employees as well, considering they are the most fitting example of committed employees (Slack *et al*., 2010).

Continuance commitment is the extrinsic need to stay with the organisation, such as salary and benefits (Allen & Meyer, 1991). At the continuance stage, the employee is deciding if they should commit to the organisation based on economic and social cost. Having a high level of continuance commitment is not seen as positive, but, as a result, of the high cost of leaving the organisation (Allen & Meyer, 1991). In addition, with a decrease in desire and the cost of leaving being too high, the employee only performs the minimum, which decreases the quality of service provided to the community they serve (Allen & Meyer, 1991). Those who exemplify continuance commitment are less likely to motivate others to stay, if they are not happy in their own job setting. Continuance commitment is an influential factor in organisational commitment from the perspective of the employee (Slack et al., 2010). Employees who have low affective and normative commitment, and lack other opportunities of exploring work elsewhere have high levels of continuance commitment (Saygan, 2011). A high level of continuance commitment proposes that the employee is only staying as long as they feel that they must for financial or other benefits.



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Literature has consistently shown that personnel commitment is vital for organisational performance. For instance, organisations seem to be interested in having highly committed employees, because it is commonly accepted that organisational commitment could lead to various organisational outcomes such as lower level of turnover, increased motivation, improved organisation citizenship behaviour, and continuous organisational support (Sanda & Kuada, 2016). In other words, personnel commitment is the key factor in determining organisational competitiveness which enhances the motivation, and engagement of employees (Azeem, 2010). Personnel commitment also has a strong association with employee behaviour and performance. If an employee feels committed to an organisation, the chances of his or her absenteeism and turnover intention will be lower. Geldenhuys *et al*. (2014) affirmed that the benefits of commitment can bring forth increased profits, cost savings, efficiency and innovation into an organisation.

**Concept of Job Satisfaction**

A job is refers to an occupational task or activity performed by an individual or a group in compensation for a reward, while satisfaction on the other hand, is the way one feels about events, rewards, people, relation and the degree of psychological satisfaction experienced on the job (Somvir & Kaushik; 2012). Thus, job satisfaction is an internal emotional response to one's work typically inferred through attitudes and behaviour. Job satisfaction is a widely studied construct in work and organisational literature. The concept of job satisfaction is a multidisciplinary, drawing from fields such as psychology, business administration, human resources management and other disciplines of organisational science in an attempt to define, measure, and interpret the significance of job satisfaction in their areas of study.

The concept and definition of job satisfaction are intertwined. Hassan and Romle (2015) described job satisfaction as the difference between what people want to acquire and what they actually obtained. This they argued that job satisfaction is an effective response of the worker to his/her job and that it is as a result or consequence of the worker's experience on the job in relation to his/her own values. This implies that if when employee's expectations and values are met, they are more likely experience job satisfaction, otherwise, job dissatisfaction will set in. Afshar and Doosti (2016) viewed job satisfaction as the way one feels about occasions, rewards, individuals, relation and measure of mental happiness at work. Cronley and Kim (2017) defined job satisfaction as the pleasurable emotional state that results from the achievement of job values. In corroboration, Uysal (2018) viewed job satisfaction as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience. Thus, job satisfaction for library personnel's reflects their emotional response to appraisal's of their work experience of providing information services to library users which could be positive or negative.

Research suggests that job satisfaction has both emotional and behavioral dimensions. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job while the behavioural components include early arrival, tardiness, working late, or reporting



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sick without genuine cause to avoid responsibilities (Bernstein & Nash, 2008). In the same vein, job satisfaction has a direct bearing on behaviour in the workplace, with a good level of personnel's job satisfaction improving the retention rate of employees and minimizing recruiting and training expenses. Employees who are satisfied with their jobs tend to perform better, and overtime, develop deeper expertise and efficiency. (Abuhashesh *et al.,* 2019).

In connection with what generally determines job satisfaction, it has been established by Ikonne *et al.* (2019) that many factors influence job satisfaction. They observed general job attitudes of employees such as attitude toward work group, general working conditions, attitudes toward the organisation, monetary benefits and attitude toward supervision are among the most important factors related to higher job satisfaction. In addition, work nature, work conditions, remuneration, advancement, communication, appreciation, organisational procedures and policies, and job security were indicated as important construct in determine personnel's job satisfaction (Halcomb *et al.,* 2018).

Tinuoye *et al.* (2016) studied job satisfaction of library professionals of Edo and Delta states university libraries in Nigeria and explored the factors influencing the job satisfaction of librarians. The finding revealed working environment, promotion, salary and wages, and training need for professional enhancements as strong factors influencing job satisfaction of librarians in academic libraries. Hence, Adebayo (2014) identified that the job satisfaction among librarians and information professionals can be influence by attitudes towards their work and dissatisfaction with tools, recognition, or promotional opportunities, rewards, achievements and remunerations.

Yaya (2019) opined that if librarians are well catered for by the university authorities in the area of giving them due recognition for a job well done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations; their level of productivity will be greatly improved.

Adeeko *et al.* (2017) corroborated above views that it is necessary to provide an improved working environment in the Nigerian university libraries so as to enhance high job performance through employees' satisfaction. This was also supported by Somvir and Sudha (2012) in their investigation that job satisfaction among library experts is not related to their gender, the kind of library in which they worked, or their professional needs, but with the qualities of their job environment.

**Methodology**

This study adopted a descriptive survey research design. The population of the study comprised 1,163 personnel from public and private university libraries in South – West, Nigeria, sample of 643 personnel was selected using a multistage sampling technique. A structured questionnaire was used as the primary instrument for data collection with reliability coefficients of 0.78 for job satisfaction and 0.91 for personnel commitment. A total of 643 questionnaires were administered, of these 541 questionnaires representing 84.1% were retrieved and analysed. Data collected were presented and analysed using both descriptive and inferential statistics. Mean,



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percentage,and standard deviation were used to analysed research questions while regression analysis was used for the hypothesis at 0.05 level of significance.

## Results

**Table 1:** Level of job satisfaction of personnel in university libraries

| S/N | Statement | VHL | HL | ML | LL | VLL | M | SD |
|---|---|---|---|---|---|---|---|---|
| | **Nature of Work** | | | | | | | |
| 1 | I am satisfied with my job duties | 156 (28.8%) | 308 (56.9%) | 19 (3.5%) | 58 (10.7%) | 0 (0%) | 4.04 | 0.867 |
| 2 | I am satisfied with my duties | 62 (11.5%) | 337 (62.3%) | 28 (5.2%) | 111 (20.5%) | 2 (0.4%) | 3.70 | 1.577 |
| | **Average Score** | | | | | | **3.87** | |
| | **Career Advancement** | | | | | | | |
| 3 | The supports to attend conferences/seminars by my university is satisfactory | 48 (8.9%) | 208 (38.4%) | 34 (6.3%) | 224 (41.4%) | 27 (5.0%) | 3.05 | 1.163 |
| 4 | My university always sponsors the training I need to develop my skills | 23 (4.3%) | 90 (16.6%) | 8 (1.5%) | 344 (63.6%) | 76 (14.0%) | 2.33 | 1.046 |
| | **Average Score** | | | | | | **2.69** | |
| | **Recognition** | | | | | | | |
| 5 | The way my university appreciates my creativity at work is satisfactory | 38 (7.0%) | 199 (36.8%) | 22 (4.1%) | 279 (51.6%) | 3 (0.6%) | 2.98 | 1.090 |
| 6 | I am satisfied with the recognition received on my contribution to university success | 26 (4.8%) | 175 (32.3%) | 9 (1.7%) | 328 (60.6%) | 3 (0.6%) | 2.80 | 1.052 |
| | **Average Score** | | | | | | **2.89** | |
| | **Promotion Opportunities** | | | | | | | |
| 7 | The way my promotion comes as at due is satisfactory | 74 (13.7%) | 262 (48.4%) | 31 (5.7%) | 98 (18.1%) | 74 (13.7%) | 3.30 | 1.295 |
| 8 | I am satisfied with promotion career in my library | 27 (5.0%) | 311 (57.5%) | 5 (0.9%) | 188 (34.8%) | 10 (1.8%) | 3.29 | 1.055 |
| | **Average Score** | | | | | | **3.30** | |
| | **Working Conditions** | | | | | | | |
| 9 | My work environment is very conducive | 43 (7.9%) | 93 (17.2%) | 18 (3.3%) | 305 (56.4%) | 82 (15.2%) | 2.46 | 1.153 |
| 10 | I am satisfied with the provision of resources that make my work effective | 63 (11.6%) | 118 (21.8%) | 23 (4.3%) | 270 (49.9%) | 67 (12.4%) | 2.70 | 1.262 |
| | **Average Score** | | | | | | **2.58** | |
| | **Salary** | | | | | | | |
| 11 | I am satisfied wit te timeliness of my salary payments | 80 (14.8%) | 260 (48.1%) | 1 (0.2%) | 167 (30.9%) | 33 (6.1%) | 3.35 | 1.228 |



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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 12 | My salary is adequate with my job in this library | 22 (4.1%) | 124 (22.9%) | 10 (1.8%) | 354 (65.4%) | 31 (5.7%) | 2.54 | 1.033 |
| | **Average Score** | | | | | | **2.95** | |
| | **Supervision** | | | | | | | |
| 13 | My supervisor is fair and supportive | 50 (9.3%) | 281 (52.3%) | 13 (2.4%) | 146 (27.2%) | 47 (8.8%) | 3.26 | 1.205 |
| 14 | I am satisfied with my library leadership style | 62 (11.5%) | 221 (40.9%) | 19 (3.5%) | 139 (25.7%) | 100 (18.5%) | 3.01 | 1.366 |
| | **Average Score** | | | | | | **3.14** | |
| | **Communication Flow** | | | | | | | |
| 15 | I receive the information needed to do my job effectively | 39 (7.2%) | 278 (51.4%) | 22 (4.1%) | 151 27.9%) | 48 (8.9%) | 3.37 | 1.511 |
| 16 | I am satisfied with the channels of communication in my library | 133 (24.6%) | 215 (39.7%) | 18 (3.3%) | 155 (28.7%) | 20 (3.7%) | 3.53 | 1.240 |
| | **Average Score** | | | | | | **3.45** | |
| | **Overall Average Score** | | | | | | **3.12** | |

***Key: VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level, M = Mean, SD = Standard Deviation***

As shown in Table 1, respondents are highly satisfied with nature of work, communication flow, supervision, and promotion opportunity. However, respondents reported low levels of satisfaction with career advancement, recognition, salary and work condition. In overall, the mean score of job satisfaction of personnel in university library was 3.15. This implies that personnel in university libraries have a moderate level of job satisfaction.

**Table 2: Regression Analysis of Job Satisfaction and Personnel Commitment**

| **R** | **R Square** | | | **Adjusted R Square** | **Std. Error of the Estimate** | |
|---|---|---|---|---|---|---|
| 0.563 | 0.317 | | | 0.315 | 3.7653 | |
| A N O V A | | | | | | |
| Model | Sum of Squares | DF | Mean Square | F | P | Remark |
| Regression<br>Residual<br>Total | 66.273<br>143.014<br>209.287 | 1<br>539<br>540 | 66.273<br>0.265 | 249.775 | 0.000 | Sig. |

The regression result shows $p<0.05$. The R square value reveals that all identified components of job satisfaction are responsible for 31.7% of the variation in personnel commitment in university libraries in Sout-West Nigeria. The result indicates that the null hypothesis that job satisfaction does not significantly influence personnel commitment is rejected. This implies that there is significant influence of job satisfaction on personnel commitment in university libraries in Nigeria.

**Discussion of Findings**

Research question one sought to find the level of job satisfaction of personnel in



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university libraries in South – West, Nigeria. Finding in this study revealed that personnel in university libraries have high level of job satisfaction. This could have been possible as a result of high response rate of personnel to nature of their work in the university libraries. That is, personnel in the university libraries believed that they enjoy their work and work scheduled in the university library. Furthermore, a strong supportive relationship between the supervisors and employees could also be responsible for the high level of job satisfaction in university libraries as most respondents rated their level of supervisor support very high.

This finding is consistent with previous finding of Hassan and Romle (2015), Halcomb *et al.* (2018), Ikonne *et al.* (2019) and Yaya (2019) that the motivational factors help employees to find their worth with respect to value given to them by organisation and ultimately increase employees' happiness. The finding also supported the view of Oyovwevotu (2017) that the job satisfaction of library officers has a bearing on the way they carry out their professional duties and there exists a positive and significant relationship between intrinsic factors and job satisfaction of university library personnel.

Research question two investigated the influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria. Findings of the study revealed that job satisfaction positively influenced personnel commitment in university libraries. This is in consonance with Suri and Petchsawang (2018), Lalitamishra (2017) and Mitonga-Monga *et al.* (2018) that job satisfaction can increase employee commitment to achieve organisational goals.

## Conclusion and Recommendation

The study concluded that nature of work, communication flow, supervision, promotion opportunities, career advancement, recognition, salary and working condition are indispensable factors in achieving personnel commitment in university libraries in Nigeria. This shows that when employees are satisfied with these factors, their level of job satisfaction will not only increase, but also reflect in upward improvement in their commitment to the organisational goals. The study therefore recommended that university policy makers should ensure that library personnel are given adequate recognition, ensure the payment of fair and competitive wages as well as provision of befitting work environment similar to their colleagues in other units or establishment. Ultimately, enhancing job satisfaction among library personnel is essential for fostering institutional effectiveness and supporting the strategic goals of higher education in Nigeria.

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