Correlation of Organisational commitment and Job Satisfaction among Librarians in University Libraries in Southern Nigeria

Gloria Ogheneghatowho Oyovwe-Tinuoye, Ph.D.
gloriatinuoye@yahoo.com
Federal University of Petroleum Resources Effurun, Delta State, Nigeria

S. O. Uwaifo (Prof.)
stephenosahon@yahoo.com
University Librarian
Delta State University Abraka, Delta State, Nigeria.

Abstract
The study examined the relationship between organisational commitment and job satisfaction among librarians in university libraries in Southern Nigeria. The researchers observed that librarians in these institutions do not show seriousness/commitment in service delivery and find it difficult to render effective library services to patrons as a result of not being satisfied with their job. The study adopted ex-post-facto research design. The entire population of 841 librarians was used as sample using total enumeration (purposive) sampling technique. A questionnaire was the instrument used for data collection. The findings revealed that there is a significant relationship between organisational commitment and Job Satisfaction among librarians, librarians in the university libraries are satisfied with their job and librarians in the university libraries are committed to their job. The study concludes that organisational commitment is an essential tool for job satisfaction among librarians in university libraries in Southern Nigeria. In order to boost the organisational commitment of librarians in the universities, managers of university libraries should improve the work skills of staff by sponsoring short courses, workshops on current trends in librarianship and career advancement both in Nigeria and abroad which will improve their job satisfaction.

Key words: Organisational Commitment, Job Satisfaction, Librarians, University Libraries, Southern, Nigeria.

1.1 Introduction

Libraries, in recent times, are seen as centres' of information that provide all kinds of information resources are readily available to users. However, in this era of retrieval and dissemination of information materials through digital means, the job of librarians has become more challenging because they navigate, arrange, preserve and disseminate information materials at the right time in the right collection to library users. Therefore, for librarians to fulfill their purpose of existence as information disseminators there is a need for them to be satisfied with their job.

Mondal, Bandyopadhyay and Hasan (2014) asserted that job satisfaction refers to how contented an individual is with his or her job, feeling of pleasure and achievement which a person experiences in his or her job when he/she knows that his/her work is worth doing, or the degree to which his/her work gives he/she this feeling. Similarly, Ogunleye,

Odebiyi and Olaoye (2013) opined that an employee will demonstrate a positive attitude when he or she is satisfied with his or her job. Job satisfaction is the sense of fulfillment an employee gets when he or she enjoys working and performs well. For librarians to live up to expectations, they must have a flair for their job. Naturally, a librarian who is satisfied with his/her job will have more concentration on his/her professional growth (Khan & Ahmed,2013). Thus, if a librarian is not satisfied with his/her job, it might lead to feebleness in output (Ravichandran, Rajan, & Kumar, 2015). However, for librarians to have a flair for their job there is a need to be committed to their organization.

According to Atak (2011), commitment is an attitude that involves the faithfulness of employees to the organization and it involves the actualization of goals and objectives and the readiness of employees to play a role in achieving these goals and objectives. Also, Lanier (2020) stated that organizational commitment is defined as a subordinate's identification with the mission, goals, and vision of the organization. This implies that staff has to accept all norms and values of the organization and be willing to be part of the success story. Similarly, Mazayed et.al (2014) asserted that a committed employee is described as the one who stays with the organization through thick and thin, attends tasks regularly, puts in a full day's work, defends a company's assets, shares company's goals, etc.

However, Soenanta, Akbar and Sariwulan (2020) stated that, when a worker has a low level of commitment to the organization, he or she will tend to have low output and consequently, the proceeds of an organisation will be affected. In terms of organizational commitment among library personnel, McCormick (2000) posited that librarians' level of organizational commitment is meaningfully subjective by

career stages, type of library work setting, and the number of dependents, such as conditions of service, physical working conditions, job recognition, job security, promotion and wages. All of these may affect the commitment of librarians to their organizations. In the same vein, Adio and Popoola (2010) asserted that the organizational commitment of librarians in evolving countries like Nigeria affects service delivery and consequently affects their job satisfaction.

For any academic library to be successful, the commitment of its librarians is essential in achieving the organizational goals and objectives. Such objectives and goals can only be attained when the management of the academic library pays attention to the welfare of her librarians which will boost the commitment of the librarians to their libraries. When employees perceive that equity has been obtained in the distribution of resources, they are more likely to be satisfied with their jobs and behave with a sense of citizenship. It is based on these facts that this study sets out to examine the relationship between organizational commitment and job satisfaction among librarians in university libraries in Southern Nigeria.

1.2 Statement of the Problem

The university library is a service-oriented department in any higher institution of learning. The functions carried out encompass various activities that serve different categories of users, including lecturers, non-teaching members of staff, students and researchers. They consult and use the information materials and services made available to them by the librarians in the university libraries.

Service delivery can be actualized when librarians manning these libraries are satisfied with their job. However, the researchers' observation of librarians revealed that they appeared not to be satisfied with the

work they perform and as such many of them are not happy attending to users and processing information resources for efficient service delivery. More so, the staff generally do not show seriousness/commitment in service delivery and find it difficult to render effective library services to patrons as a result of not being satisfied with their job. Bello and Godwin (2017) asserted that a satisfied staff not only renders quality service to the patrons but also ensures commitment to the library in which he/she is serving and contributing his/her might to its image building. It is, however pathetic to know that literature has revealed that many library staff are not satisfied with their job as a result of not commitment to their organization. It is based on this that this study seeks to survey the relationship between organizational commitment and job satisfaction among librarians in university libraries in Southern Nigeria.

1.3 Objective of the Study

The general objective of this study is to examine relationship between organizational commitment and job satisfaction among librarians in university libraries in Southern Nigeria.

The specific objectives are to:
1. find out the extent of librarians' commitment to university libraries in Southern Nigeria;
2. ascertain the extent to which librarians are satisfied with their job in the university libraries in Southern Nigeria;
3. find out the relationship between organizational commitment and job satisfaction of librarians in university libraries in Southern Nigeria.

1.4 Research Questions

The following research questions were answered in this study:
1. What is the extent of librarians' commitment to university libraries in Southern Nigeria?

2. To what extent are librarians satisfied with their job in university libraries in Southern, Nigeria?
3. What is the relationship between organisational commitment and job satisfaction among librarians in Sothern Nigeria?

1.5 Research Hypothesis

This null hypothesis was tested at a 0.05 level of significance:
1. There is no significant relationship between librarians' organisational commitment and job satisfaction.

1.6 Rationale for this Study

The commitment of librarians in any organisation play a vital role in achieving the goals and objectives of the organisation thus when librarians are satisfied with his/her job it boosts commitment. Madhusudhan (2011) asserted that more committed and satisfied librarians have been found in libraries that apply participatory management, open communication, and chances for attainment which are clear indications of job satisfaction.

Organisational commitment of Librarians

The term "organization" applies correctly to stable associations of persons engaged in concerted activities directed to the attainment of specific objectives (Bittner, 2013). McNamara (2014) opined that an organization can be determined by the number of individuals or persons working in the organization, ranging from one person to tens of thousands. The library is a service-oriented organization that ranges from one to more persons doing different tasks. According to Adam (2017, P, 2.), "satisfying users' needs in the university libraries has been the primary objective of both the libraries and the librarians". Similarly, Oyovwe-Tinuoye, Omeluzor and Emeka-Ukwu (2015) affirmed that libraries aim is to provide timely, accurate, pertinent, and reliable information

for their patrons. For the library to live up to its expectations as an organization, Dhawan (n.d) asserted that the library's tasks involve assembling, forming logical units of works, defining hierarchical structures, identifying staffing requirements, assigning tasks and responsibilities, coordinating human, financial, physical, information and other resources needed to achieve library goals. This implies library tasks can only be achieved when librarians are committed to duties. According to Greenberg (2005), having committed employees is advantageous to organizations as they are less likely to resign or to be absent, and are more willing to share and make sacrifices for the sake of their organizations.

Mazayed et.al (2014) asserted that in the beginning, the commitment was studied in social and religious organizations. They further stated that later on, with the increase in strained relationships between employees and their organizations, the concept of commitment was applied in the industry, considering labour as the important factor for continuous economic development. Hardiyana, Yusup and Sidharta (2015), define employee commitment as the degree to which an employee recognizes the organisation and wants to endlessly participate in it. Like a strong magnetic force attracting one metallic object to another, it is a measure of the employee's willingness to remain with a firm in the future (Ajie & Oluwatobi, 2015). The relationship between an organisation and its employees has been studied primarily in the form of job involvement, loyalty, motivation, etc., and was used in different contexts to explain the terminology (Mazayed et.al, 2014).

In terms of organizational commitment of librarians, McCormick (2000) posited that librarians' level of organizational commitment is significantly influenced by career stages, type of library work scenery, and the number of subordinates which in return dictates their level of satisfaction on the job. Furthermore, Burd (2003) as cited by Madhusudhan (2011)asserted that more committed and satisfied librarians have been found in libraries that apply participatory management, open communication, and chances for attainment which are clear indications of job satisfaction.

Job Satisfaction of Librarians

Job is an occupational act that is carried out by an individual in return for a reward. Satisfaction refers to the way one feels about the events, rewards, people, relations and the pleasure of the job (Somvir & Kaushik,2012). The concept of job satisfaction has been developed in many ways by many researchers, physiologists and practitioners. One of the most widely used definitions of job satisfaction is that of Locke (1976) who opined that job satisfaction is pleasurable or experience one gets in performing a job. According to Somvir and Kaushik (2012), job satisfaction is also an emotional response to a job situation that cannot be seen; it is only to be inferred, and simply how the people feel about their jobs and different aspects of it. Job satisfaction is multidimensional psychological responses to one's job. These responses have cognitive (evaluative) and affective (emotional) components.

Reflecting more on job satisfaction among librarians in university libraries, the study conducted by Esakkimuth and Vellaichamy (2015) on job satisfaction among the library staff in engineering institutions in Tamilnadu revealed that the majority of the library staff were satisfied with work tasks, shift systems and working periods. Also, in the study of Nicole (2009) as cited by Esakkimuthu and Vellaichamy (2015) on law library staff and job satisfaction in Canada, her findings revealed that law library staff are quite contented with the pay, workload and prospects for advancements on the job. In the same vein, Oluchi and Ozioko (2014)

examined job satisfaction and librarians in academic libraries in Niger State, Nigeria. Their findings revealed that there is a commendable level of job satisfaction among the librarians. Findings from Khan and Ahmed (2013) revealed that job satisfaction itself is a tool of relaxation by which employees get more chances to achieve institutional goals, develop their capabilities and strengthen themselves in the same field. It has been correlated with positive behaviours toward others and physical health. It is related to personnel turnover and the life satisfaction of employees in the organization. Understanding' job satisfaction of staff will help the institutions to find a mechanism that will retain academic talents, lower absenteeism and turnover rate, as well as attract new best brains into the academic cadre (Mustapha &Zakaria,2013).

Relationship between Librarians' Organisational Commitment and Job Satisfaction

The correlation between organizational commitment and job satisfaction has been pondered for ages by several professionals. These groups of experts include psychologists, sociologists, academia and persons from the business community (Garcez, 2006).Oluchi and Ozioko (2014) examined job satisfaction and librarians in academic libraries in Niger State, Nigeria. Their findings showed that there is a creditable level of job satisfaction among the librarians. Findings from Khan and Ahmed (2013) revealed that job satisfaction itself is a tool of relaxation by which employees get more chances to accomplish institutional goals, broaden their capabilities and strengthen themselves in the same field. On the other hand, Mustapha and Zakaria (2013) asserted that job satisfaction among librarians is very important because it contributes to the quality of teaching, high job commitment and paves the right path in producing scholars.

Thoughtful job satisfaction among staff will aid the institutions to find a device to uphold academic talents; lower absenteeism and turnover rate, as well as entice new best brains into the academic streak (Mustapha & Zakaria, 2013).

Kaya (2010) as cited by Sambo (2014) examined librarians' job satisfaction in Ankara. Her findings revealed that participants were not glad with the physical working environment, job acknowledgment, job safety, promotion, remuneration, social status and supervisory autonomy. These results are in accordance with theresult of Kaya (2010) that the librarians in developing countries had a lower social status and are not happy with it. This implies librarians are not impressed with the work environment and policy governing their job. Burd (2003) as cited by Madhusudhan (2011)who conducted a study onthe work ethics of academic librarians explored the relationships between values, job satisfaction, commitment and intent to quit. He found that librarians in most organizations are less satisfied, less committed and more likely to leave the organization, perhaps even the profession. Job satisfaction of librarians is connected to how their expectations of work are in congruence with the actual outcomes, and since job satisfaction is merely an employee's attitude towards his or her job, job satisfaction of librarians can be seen as containing three components: affective, cognitive and behavioural components (Jex,2002).

According to Asiedu, Sarfo and Adjei (2014), staff, thus, tend to display commitment when they enjoy a satisfactory working environment. Research has shown that organizational commitment is a better prognosticator of job contentment. Akintayo (2010) as cited by Moshood, Oladimeji, Eze, Akinola (2019)asserted that organizations depend on committing staff to build, maintain modest benefits and achieve results. Librarians who exhibit high organizational

commitment spend less period away from their jobs and are less liable to depart from the organisation (Fatemeh, Reza, & Iran, 2010). Highly committed employees are also better-off in their work and consequently, experience better mental health outcomes. According to Fatemeh, Reza and Iran (2010), staff with a high level of normative commitment feel that they ought to remain with the organization. Continuance commitment is created by the high costs related to leaving the organization and creates a feeling of needing to continue service (Van de Hooff & De Ridder, 2004 as cited by Uzondu, Aloh & Okafor (2014).

The Population of the study and Questionnaire Response Rate

The population consists of 5 Federal Universities in South-East with respondents rate of 139, 6 Federal Universities in South-South with respondents rate 104,7 Federal Universities in South-West with respondents rate119, 5 State Universities in South-East with respondents rate of 50,7 State Universities in South-South with respondents rate of 85,8 State Universities in South-West with respondents rate of 89,10 Private Universities in South-East with respondents rate of 39,11 Private Universities in South-South with respondents rate of 63 and 25 Private Universities in South-West with respondents rate of 153. In essence, a total of 841 copies were administered but 679 copies were returned and used for the study. A response rate of 76.2% was achieved for this study, which is in line with Richardson (2005) who asserted that a response rate of 60% or more are both desirable and adequate for survey research.

3.1 Research Methodology

This study adopted an *ex-post-facto* research design. The ex-post-facto research design was adopted to enable the researchers' to measure the relationship that exists between organisational commitment and job satisfaction among librarians in this study.

The entire population of 841 librarians was used as a sample using the total enumeration (purposive) sampling technique. The usage of the entire population conforms with the view of Israel (2009) that, a census (which is the study of an entire population) can be used if the population is not large. The rationale for this research is to find out factors in the organisational that will enhance job contentment. A Questionnaire was the research instrument used to gather data for the study. The questionnaire is titled 'Organizational Commitment and Job Satisfaction Scales' (OCJS). Organizational commitment items in the questionnaire were adapted from Mowday, Steers and Porter (1979) and job satisfaction was adapted from Spector (1994). Items in the questionnaire were positive and negatively worded on a four-point scale which was broken into sections. Section 'A' contains items seeking information on demographic issues. Section 'B' contains items on librarians' extent of organizational commitment which scale from very large extent = 4, large extent =3, small extent =2 to very small extent=1. Section 'C' contains items on librarians' extent of job satisfaction which scale ranges from very large extent = 4, large extent = 3, small extent = 2 to very small extent = 1.

The questionnaire was given to experts in the Department of Library and Information Science, Delta State University, Abraka. Delta State who validated, resolved defects and modified the questionnaire. To ensure that the structured questionnaire was reliable, a pilot study was conducted using 12 librarians from Federal University Lokoja, Kogi State, Nigeria ,8 librarians in Federal University Kashere, Gombe State and 10 librarians from Federal University, Birnin Kebbi which is outside the scope of the study. The study was conducted with an interval of eight months. The results of the reliability test using the Cronbachs alpha reliability

coefficient is 0.86. This means that the instrument is good and reliable since the test result is above the acceptance point of 0.50.The data collected was analysed using simple percentages, descriptive and inferential statistics. While the demographic information of the respondents was analysed using simple percentages, descriptive and inferential statistics were used to analysed questions 1-3 and the hypothesis.

4.1 Findings and Discussion

Gender Distribution of the Respondents
The frequency distribution of librarians, according to their gender shows that there are more females 365(53.8%) than males 314 (46.2%) librarians in the university libraries of Southern, Nigeria**.**

Table 1: Age Distribution of the Respondents

Age Range	Frequency	Percentage (%)
Young –below 30 years	67	9.8
Middle –age 31-50 years	511	75.3
Older –above 51 years	101	14.9
Total	**679**	**100.0**

Table 1 reveals the frequency distribution of the librarians by their age. Librarians between the Middle Ages, which ranges from 31-50 years had the highest frequency of 551 (75.3%) followed by those older above 51 years with 101 (14.9%) and young below 30 years with 67 (9.8%) respectively. This means that a higher percentage of librarians are in their middle age (31-50 years) in the university libraries of Southern, Nigeria.

Table 2: Work Experience of the Respondents

Work Experience	Frequency	Percentage (%)
0-4 years (less experienced)	144	21.2
Above 5 years (more experienced)	535	78.8
Total	**679**	**100.0**

Table 2 shows that the highest number of respondents, 535 (78.8%) librarians have been working above 5 years, followed by 144 (21.2%) librarians, working 0 - 4 years (less experienced). The greater proportions of the librarians in the university libraries of Southern, Nigeria are the more experienced, this implies the longer librarians work the more experienced they will be in their job.

Table 3: Educational Qualifications of the Respondents

Educational Qualification	Frequency	Percentage
B. Sc/B.L.S	87	12.8
M.Sc/M.L.S	413	60.8
M. Phil	10	1.5
Ph.D	154	22.7
Others	15	2.2
Total	**679**	**100.0**

Presented in Table 3 is the educational qualification of the librarians. The table shows that there are more librarians with M.Sc./M.L.S 413(60.8%) than Ph.D.154(22.7%). Only 87 (12.8%) of the librarians have obtained B. SC/B.L.S degrees and 10 (1.5%) of the librarians have obtained M.Phil. The results revealed that there are more respondents with M.Sc./M.L.S degrees in the university libraries of Southern, Nigeria.

Research Question 1: What is the extent of librarians' commitment to the University libraries in Southern Nigeria?

The data in table 4 answers this question.

Table 4: Simple Correlation Analysis of Organisational Commitment of Librarians in university libraries of Southern Nigeria

Variables	n	Mean	SD	R	r^2	$r^{2adjusted}$
Organisational Commitment	679	51.9661	6.6439	.354	.125	.124
Job Satisfaction	679	56.5361	6.6829			

Independent Variable: Organisational Commitment
Dependent Variable: Job Satisfaction

Table 4 reveals that the mean is 51.9661 and the standard deviation is 6.6439, it shows that librarians are committed to their organization. This is in line with Singh, Gupta and Venugopal (2008) that commitment by employees is essential for job involvement, loyalty, motivation and among others.

Question 2: The extent to which librarians are satisfied with their job in university libraries in Southern Nigeria.

The data in table 5 answers this question.

Table 5: Simple Correlation Analysis of Job satisfaction of Librarians in university libraries of Southern Nigeria

Variables	n	Mean	SD	r	r^2	$r^{2adjusted}$
Job Satisfaction	679	56.5361	6.6829			

Table 5 reveals that the mean is 56.5361 and the standard deviation is 6.6829, it shows that librarians are contented with their job. This is in the same view with Oluchi and Ozioko (2014) that there is a laudable level of job fulfillment among the librarians.

Question 3: What is the relationship between organisational commitment and job satisfaction among librarians in Southern Nigeria?
The data in table 6 answers this question.

Table 6: Simple Correlation Analysis of Organisational Commitment and Job Satisfaction of the Librarians in university libraries of Southern Nigeria.

Variables	n	Mean	SD	R	r^2	$r^{2adjusted}$
Organisational Commitment	679	51.9661	6.6439	.354	.125	.124
Job Satisfaction	679	56.5361	6.6829			

Independent Variable: Organisational Commitment
Dependent Variable: Job Satisfaction

Table 6 shows that there exists a positive linear relationship between organizational Commitment and job satisfaction of librarians. The computed simple correlation using Pearson Product Moment Correlation produced an output (r =.354). This provides an answer to research question 3. It reveals that there is a positive linear relationship between organizational commitment and job satisfaction among librarians in the university libraries of Southern Nigeria. The r2 adjusted value of.124 constitutes 12.4% amount of variance accounted for by organizational commitment in job satisfaction among librarians. This implies as organizational commitment increases job satisfaction also increases, therefore a one percent change in the amount of standard deviation of the librarians' organizational commitment will account for a 12.4% amount of variance in the job satisfaction of the librarians. The conclusion is drawn that organizational commitment has a linear relationship with job satisfaction of librarians in the university libraries of Southern Nigeria. This in line with that of Fatemeh, Reza and Iran (2010) that employees who exhibit high organizational commitment spend less time away from their jobs and are less liable to depart from the organization.

Testing of the Research Hypothesis
Hypothesis 1: There is no significant relationship between organisational commitment and job satisfaction of the librarians.

Table 7: Simple Regression Analysis of the Relationship between Organisational Commitment and Job Satisfaction among Librarians in University Libraries of Southern Nigeria.

	SS	df	MS	F	.	S.E	P
Regression	3794.324	1	3794.324				
Residual	26486.54	677	39.123				
Total	30280.87	678		96.983	.354	.036	.000

P 0.05 level of significance; N = 678

In testing hypothesis 1, the correlation model in Table 7 shows that organizational commitment has a momentous relationship with job satisfaction among librarians. The calculated F = 96.983, df (1, 678), P .05 level of significance. The null hypothesis is Therefore, rejected and the alternative holds. Hence, the finding is that there is a significant linear relationship between organizational commitment and Job Satisfaction among librarians involved in the study. The conclusion is drawn that organizational commitment has a momentous relationship with job satisfaction among librarians in the university libraries of Southern Nigeria. This finding is in line with that of Cherabin, Praveena, Azimi, Qadimi and Shalmani (2012) that job satisfaction was significantly

and positively correlated with organizational commitment.

This study intends to critically relationship between organizational commitment and job satisfaction among librarians in university libraries in Southern Nigeria. The sample size for this study was drawn from eight hundred and forty-one (841) librarians from 84 university libraries in Southern Nigeria. The researchers employed the total enumeration (purposive) sampling technique and a questionnaire was an instrument collection. The questionnaire was personally administered by the researchers and 6 research assistants to librarians in Southern university libraries of Nigeria. Three research questions and one null hypothesis were formulated for the study.

Summary of Findings
Based on the analysis, the following findings were revealed:
1. Librarians in the university libraries in Southern Nigeria are committed to their job. 2. Librarians in the university libraries in Southern Nigeria are satisfied with their job.
3. There is a significant relationship between organisational commitment and Job Satisfaction among librarians involved in the study.

Conclusion and Recommendation
The study concludes that librarians are committed, satisfied and that there is a correlation between organisational commitment and job satisfaction in the university libraries. This research will be of great benefit to heads of libraries and university management because it will enable them to formulate policies that will enhance the job satisfaction of staff. To boost the organizational commitment of librarians in the universities, managers of university libraries should improve the work skills of staff as per the issue of pay, benefits, create a cordial environment between subordinate and superior officers. In addition, sponsoring library staff on short courses, workshops on current trends in librarianship and career advancement both in Nigeria and abroad will improve their job satisfaction.

REFERENCES

Adam, R. (2017). Assessment of library service quality and user satisfaction among undergraduate students of Yusuf Maitama Sule University (YMSU) Library. *Library Philosophy and Practice (e-journal)*. Paper 1675. https://digitalcommons. unl.edu/libphilprac/1675.

Adio, G., & Popoola, S.O. (2010).Job satisfaction and career commitment of librarians in federal university libraries in Nigeria. *Library Review, 59*(3), 175-184.

Adolphs, R., & Damasio, A. R. (2001).*The interaction of affect and cognition: An eurobiological perspective. In J.P. Forgas (Ed.). Handbook of effect and social cognition*(pp. 57-77). Mahwah, NJ: Erlbaum.

Ajie, I. A., & Oluwatobi, O. I. (2015).Job satisfaction and organisational commitment among library personnel in selected libraries in Ogun State, Nigeria. *Information and Knowledge Management, 5*(10), 20-30.

Akintayo, D. I. (2010). Work-family conflict and organisation commitment among industrial workers in Nigeria. *Journal of Psychology and Counselling*, *2*(1), 1-8.

Atak, M. (2011).A research on the relation

between organisational commitment and learning organisation. *African Journal of Business Management, 5*(14), 5612-5616.

Asiedu, M., Sarfo, J. O., & Adjei, D., (2014). Organisational commitment and citizenship behaviour: Tools to improve employee performance an internal marketing approach. *European Scientific Journal*10(4), 288-305.

Bello, M. A., & Godwin, L. S. (2017). Effects of job satisfaction on organizational productivity of library professionals in selected academic libraries in South-west Nigeria. *Behaviour* 107, 47073-47077.

Bittner, E. (2013). The concept of organisation. *Social Research, 32*(3), 239-255.

Burd, B. (2003). *Work values of academic librarians: Exploring the relationships between values, job satisfaction, commitment and intent to leave: Charlotte, North Carolina.* Retrieved from: http://www.ala.org/ acrl/sites/ ala.org.acrl/files/content/conferences/pdf/burd.PDF)

Chaudhary, M. Y. (2000). Continuing professional education of librarians working in the University libraries of Pakistan, Azad Jammu and Kashmir. *INSPEL, 35*(1), 67-73.

Cherabin, M., Praveena, K. B., Azimi, H. M., Qadimi, A. & Shalmani, R. S. (2012). Self-esteem, job satisfaction and organisational commitment of faculty members of secondary level teacher training programme in Mysore (India). *Life Science Journal,9*(4), 204-214.

Dhawan, S. M. (n.d.). *Managing a library.* Retrieved fromhttp://docplayer. net/16393660-Managing-a-library-s-m-dhawan.html

Ebiwolate, P. B. (2010). *Nigeria public library service to rural areas: Libraries in Niger Delta States.* Retrieved from http://digitalcommons. unll.edu/cgi/viewcontent.cgi/article

Esakkimuth, C., & Vellaichyamy, A. (2015). Job satisfaction among the library professionals in engineering institutions: An empirical study. *International Journal of Digital Library Services, 5*(1), 22-37.

Farley, T., Broady-Preston, J., & Hayward, T. (1998). Academic libraries, people and change: A case study of the 1990s. *OCLC Systems & Services, 14*(4), 151-164.

Fatemeh, S. M. A., Reza, M.A., & Iran, B. (2010). A study of the correlation of organisation based self-esteem and organisational commitment and job satisfaction among educational employees in Isfahan. *Quarterly Journal of Career and Organisation Counselling.* Retrieved from http:// www. sid.ir/fa/vewssid/j_ pdf/40129 13890406.pdf

Garcez, C. (2006). *Job satisfaction and self-esteem: A literature review of the relationship between job satisfaction and self-esteem.* Retrieved fromhttp: //www.cqconsultoriaderh.com

Gowda, M. P (2009). Satisfaction levels related to management issues among LIS professionals. *Annals of library and Information studies, 56*(4) 227-235.

Greenberg, J. (2005). *Managing behaviour in organisation (4th ed.)* Englewood: Prentice- Hall.

Hardiyana, A., Yusup, M., & Sidharta, I. (2015).Perception of work and commitment toward employee satisfaction on non-ministerial government agencies in Bandung Indonesia. Retrieved fromhttps: //mpra.ub.uni-muenchen.de/77075/

Israel, G. D. (2009). Determining sample size. Gainesville, FL: Florida State University. Retrieved from http://edis. ifas.ufl.edu/pd006

Jex, S. M. (2002). *Organisational psychology: A scientist-practitioner approach*. New York: John Wiley and Sons.

Kaya, E. (2010). *Librarians' job satisfaction in developing countries*. Translated by Asadollah Azad. Selected articles on IFLA (Turkey: 2-21 August), National Library, Tehran.

Khan, A., & Ahmed, S. (2013). Job satisfaction among librarians in the universities of Khyber Pakhtunkhwa, Pakistan: A survey. *Library Philosophy & Practice. Retrieved from: http://*digit alcommons.unl.edu/cgi/viewcontent.c gi?article=2181&context=libphilprac

Lanier, A. (2020). The relationship between leadership practices and organizational commitment of telecommunicators. Retrieved from www.chrome-extension://efaidnb mn nnibpcajpcglclefindmkaj/viewer.html

Locke, E. A. (1976). *The nature and causes of job satisfaction. In M.D. Dunnett (Ed.) Handbook of industrial and organisational psychology (1297-1343).*Chicago: RandMcNally.

Madhusudhan, M. (2011). Quality performance and job satisfaction among select engineering college librarians in India: A study. *International Journal of Library and Information Studies*, 1(3), 28-47.

Mazayed, K., Khan, M. S., Kundi, G. M., Qureshi, Q. A., Akhtar, R., & Bilal, H. (2014). Assessing the impact of job involvement and commitment on organizational productivity in the Arab/Gulf Countries. *Industrial Engineering Letters*, 4(3), 18-22.

McCormick, E. J. (2000). A study of the job attitude (job satisfaction, organisational commitment and career commitment) and career adaptability of the members of the library and information science profession. Retrieved from: http://www.vla.org

Mondal, A.K., Bandoypadhyay, A.K., & Hasan, A. A. (2014).Job satisfaction among university library professionals of west Bangal. *International Journal of information Research, 3*(3)319.

Moshood, B. O., Oladimeji, M. S., Eze, B. U., & Akinola, T. (2019). Employee commitent and firm performance: Evidence from a manufacturing firm in Nigeria. *Hallmark University Journal of Management and Social Sciences (HUJMSS)*, 1(3). Retrieved from https://www.researchgate. net/publication/336855004

Mowday, R.T., Steers, R.M., & Porter, L.W.

(1979). The measurement of organisational commitment. *Journal of Vocational Behaviour*, *14*,224-247.

Mustapha, N., & Zakaria, Z. C. (2013).*Measuring job satisfaction from the perspective of interpersonal relationship and faculty workload among academic staff at public university in Kelantan, Malaysia.* Retrieved fromhttp://umkeprints. umk.edu.my/id/eprint/1509

Newstrom, J. W., & Davis, K. (2002). *Organisational Behaviour: Human Behaviour at Work (11th ed).* New Delhi Tata McGraw-Hill Publishing Company Limited.

Nicole, E. (2009). Legally satisfied: A survey of law library workers and job satisfaction. *The Canadian Journal of Information and library Science, 33*(1-2), 41-65.

Ogunleye, P.O., Odebiyi, I.I., & Olaoye, B.O. (2013). Exploring the relationship between job satisfaction dimensions and organisational commitment among Nigerian banks employees. *International Journal of Academic Research in Economics and Management Sciences, 2*(6), 85-95.

Oluchi, P., & Ozioko, R.E. (2014).Job satisfaction among librarians in academic libraries in Niger state. *International Research Journal of library and Information Science, 4*(3),406-416.

Oyovwe-Tinuoye, G.O., Omeluzor, S.U. and Emeka-Ukwu, U. (2015).Rejuvenating public library services in Delta State for national development. *Open Access Library Journal*, 2. Retrieved from http://dx.doi.org/10.4236/oalib.110204 8

Ravichandran, A., Rajan, L. J. S., & Kumar, B. S. (2015).A study on job satisfaction of employees of manufacturing industry in puducherry, India. Retrieved from https://citeseerx. ist.psu.edu/viewdoc/download?doi=10 .1.1.935.1276&rep=rep1&type=pdf

Richardson, J.T.E (2005).Instruments for obtaining student feedback: a review of the literature. *Assessment and Evaluation in Higher Education*, 30(4)387-415.

Robbins, S.P., & Judge, T.A. (2007). *Organisational behaviour (12thed).* Prentice-Hall.

Saenawa, S., Butdisuwan, S., Bunyakanchana, C., & Srisa-Ard, S (2009) Features and development factors of the academic library as a quality organisation. *Management Models and Framework*, 336-443.

Sambo, A. S. (2014). Survey of job satisfaction among librarians in Nigerian libraries. Retrieved from https://www.researchgate.net/publicati on/304680001

Singh, B., Gupta, P.K., & Venugopal, S. (2008). Organisational commitment: Revisited. *Journal of the Indian Academy of Applied Psychology, 34*(1), 57-68.

Soenanta, A., Akbar, M., & Sariwulan, R. D. T (2020). The effect of job satisfaction and organizational commitment to employee retention in a lighting

company. Issues in *Business Management and Economics*, 8(4), 97-103.

Somvir, R., & Kaushik, S. (2012). Job satisfaction among library professionals in Haryana State: *International Journal of Scientific and Research Publications, 2*(5). Retrieved from http://citeseerx.ist.psu.edu/viewdoc/download

Spector, P.E. (1994). *Job satisfaction survey, JSS Page*. Retrieved from *http://shell.cas.usf.edu/~pspector/scales/jsspag.html*

Uzondu, C. N., Aloh, E. E., & Okafor, E. O. P. (2014). Contributions of career salience and job satisfaction in organisational commitment of a sample of Nigerian bank workers. *International Journal of Research in Arts and Social Sciences*, 7(2), 258-270.

Van de Hooff, B., & De Ridder, J. A. (2004). Knowledge sharing in context: The influence of organisational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management*, *8*(6), 117-130.

Walsh, A. (1991). Self-esteem and sexual behaviour: *Exploring gender differences*. *Sex Roles, 25*, 441–450.