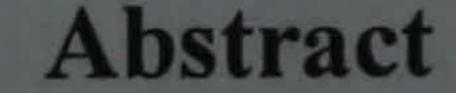
EXTENT OF ORGANIZATIONAL COMMITMENT OF STAFF IN SELECTED ACADEMIC LIBRARIES IN NIGERIA

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The study investigated the extent of organizational commitment of library staff in Nigerian universities. The objectives of the study include finding respondents' level of organizational commitment and factor(s) that mostly influence their commitment. The design was descriptive. The researcher found that it was not possible to collect data from the entire population. As a result, six (6) universities from the six (6) geopolitical zones of Nigeria were chosen for the research. Stratified and Quota sampling methods were used to arrive at 150 librarians for the study, though 128 of them responded to the questionnaire that was used for the study. Frequency counts, percentages and mean statistics were used to analyze the data obtained. The finding revealed that the level of organizational commitment of the librarians studied was high and "Leadership factor" and "Gaining energy from work" were considered factors that mostly influenced the librarians' organizational commitment. The study concluded that due to the fact that organizational commitment is accepted as a main predictor of staff deciding to leave, a clear understanding of variables that are associated with it can assist management in designing standards and

interventions in order to further increase commitment to work and reduce turnover intention.

Introduction

A major problem that can be seen today is that most employees are not really committed to their job. They are lazy at workplaces and not working towards organizational expectations and this result to inadequate organizational achievement. Cohen (2003) acknowledged that commitment is something that connects a person to a line of action that is relevant to certain goals. This broad explanation of commitment is associated with the description of the concept by Arnold (2005). That is, it is the strength of a worker's identification with as well as attachment to the organization (Dost, Ahmed, Shafi, & Shaheen, 2011).

Yusuf and Metiboba (2012) noted that organizational commitment portrays employees' recognition of organizational objectives and readiness to exert more effort for the organization. Also, Miller (2003) indicated that the concept is a condition where a worker identifies with an organization and desires to uphold being a member of the organization. It is thus, the extent a worker is ready to sustain membership of an organization's objectives and standards.

It is on record that workers who display high organizational commitment as well as high job involvement is least expected to turnover while the reverse is the case with those with low levels the low level workers are most likely to turnover voluntarily (Chelliah, Sundarapandiyan & Vinoth,

2015). This according to the researchers is due to the fact that organizational commitment is an important factor impacting on the degree or extent of accomplishment in lots of organizations.

Literature review

Lack of organizational commitment had been identified by scholars as a powerful predictor when it comes to factors that contribute to turnover (Bin Dost, Ahmed, Shafi, & Shaheen, 201). Organizational commitment describes the degree to which employees are associated with an establishment and its goals.

Bin Dost, Ahmed, Shafi, & Shaheen (2011) and <u>AL-Jabari</u> and <u>Ghazzawi</u> (2019) believed that a strong organizational commitment leads to a conviction in as well as acceptance of organizational objectives and standards, the desire to exert great effort for the organization, in addition to a strong longing to sustain organizational membership.

McMahon quoting (2007) Allen and Meyer (1990) put forward a three-component representation of organizational commitment to include affective (emotional) commitment, continuance (continuation) commitment, and normative (as a rule) commitment.

Affective commitment involves staff emotional connection to an organization. A Worker's emotional connection to, involvement and identification with an organization is affective commitment. The workers who are working on affective basis will continue to work for their establishment because it is their desire to do so. Their staying with the establishment noted Wołowska (2014) is because they see their individual employment connection as compatible with

the goals and what the organization represents.

Continuance commitment on the other hand refers to staff feeling of responsibility to remain with the organization no matter the circumstance. According to Meyer, Stanley, Herscovitch Topolnytsky (2002), continuance commitment has to do with a worker's understanding the cost associated with his leaving his present organization. Continuance commitment is mathematical by nature due to weighing of costs together with the danger associated with departing the present organization. Meyer, Stanley, Herscovitch and Topolnytsky (2002) noted further that workers whose main connection to the organization is hinged on continuance commitment stay put because the workers need to do so. Andrew (2017) in his study reported that staff commitment, that is, affective, normative and continuous commitment are significantly associated with organizational performance in that study. These results are geared towards guiding the top management to work towards improving staff commitment level. Also, management should recruit staffs that are committed to the organization, to enable the organization to have encouraging competitive edge.

Furthermore, normative commitment involves the costs that a staff would incur assuming that staff decides to turnover from the organization. In this type of commitment, the workers feel that they, as a sense of duty are indebted to the establishment and should sustain relationship by not leaving (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Normative commitment workers believe that

they should stay with the organization no matter what. They prefer to retain membership of the organization because to them it is the right thing to do.

Staff turnover is a strong predictor of organizational commitment. Staff turnover (disengagement from work) has negative effects on their morale, as well as organizational costs. It has been established that employee turnover disrupt continuity of services and leads to bigger workload and bitterness amongst staff because they must take up extra duties (wainwright, 2019). In addition, staff turnover enlarge organizational costs that are linked to recruitment in addition to the training of those replaced (Sikorska-Simmons, 2005).

A good number of encouraging outcomes have been linked to organizational commitment. According to Chughtai and Zafar (2006), workers who are dedicated to their establishment are less likely to quit when compared with those workers who are not committed. This is because greater organizational commitment has as well been associated with lower incidences of absenteeism along with enhanced job effectiveness. As result of its link to these outcomes, organizational commitment is one of the most researched concepts in organizational writings. A lot of factors are associated with organizational commitment, such as employee characteristics, job satisfaction and job setting feature (Lok & Crawford, 2001). A positive relationship between organizational commitment and job satisfaction was noted in a number of studies Chughtai, & Zafar, 2006). However, there is disagreement, with respect to what contributed to this correlation. Even though some researchers noted that job satisfaction is a reason for organizational commitment, few others acknowledged that organizational commitment is a reason for job satisfaction (Wolowska, 2014). Also, other researchers argue that the relationship between organizational commitment and job satisfaction may be a give-and-take situation. By and large, noted Chughtai and Zafar (2006), there are research reports suggesting job satisfaction as the causal factor of organizational commitment not the other way round. Hence, in this investigation it is understood that a higher job satisfaction is associated with greater organizational commitment.

Scholars have acknowledged that organizational commitment and job satisfaction are theoretically different concepts (Chelliah, Sundarapandiyan & Vinoth, 2015). While job satisfaction denotes emotional response to a job you are doing, organizational commitment is the effort an employee put forward in other to identify with or be dedicated to the organization. Furthermore, organizational commitment and job satisfaction contribute differently to turnover. Job satisfaction has a tendency to be associated with intention to turnover, but organizational commitment indicates stronger linkage with turnover itself. Researches over and over again highlight organizational commitment as a good predictor of real turnover when compared with job satisfaction (Teferi, Bekalu, & Abebe, 2016; Sikorska-Simmons, 2005).

Furthermore, a lot of individual variables have been constantly investigated as antecedents of organizational commitment. They include marital status, age, gender and education. Past study also noted that in terms of organizational commitment women were more committed than their opposite sex (Chughtai, & Zafar, 2006). However, recent studies have reported no correlation between employee gender with organizational commitment (Van der Velde, Bossink, & Jansen, 2003).

Educated employees demonstrate lesser commitment, probably due to the fact that they have more expectations and higher alternative job options (Chughtai, & Zafar, 2006). On the other hand, married workers show greater organizational commitment than workers who are single, reason being financial in addition to family tasks.

Organizational commitment has positive effects, such as feelings of attachment, affiliation, ownership and citizenship behaviour which enhances organizational effectiveness (Dixit, & Bhati, 2012). According to Kimpakorn and Tocquer (2007) and Asiedu, Owusu Sarfo and Adjei (2014), employee commitment concept as a rule is measured through job performance as well as with the rate with which workers consider turning over or not in the establishment.

How to Increase Employee Commitment

The influencers include:

Clear Library Goals

Knowing the companies objectives helps employees cooperate more efficiently with one another and further, reduces the time and resources wasted on issues that do not have any bearing on the big picture. Allow each section/each team to interpret the organizational goals to form their own goals. This will make everything more specific and enables the goals to be aligoned to one another. Gaining Energy from Work,

Being more productive, willingness to develop and aligoning well with colleagues are characteristics of workers who receive energy from their work (Wainwright, 2019). To enable workers gain energy from what they are doing, management should guarantee a correct match between workers and their job. If there is a mismatch, training should be provided to take care of the lapse. If the mismatches continue for a long time, effort should be made to assist workers find another suitable work within or otherwise.

Also, talk about the frustrations that workers encounter in their workplace and make them to proffer their solutions. Frustration is an energy consumer, and once taken care of increases staff satisfaction as well as energy to work.

Feeling a Fit with the Library

When library workers feel like they fit in well with their library, they feel a bond and commitment to their library. When the workers feel at home and comfortable, they will put in more effort towards the library and tend to remain a member of the library for a long time.

Feeling a fit with the library has to do with involving staff in library-wide resolutions. This will help in ensuring support for decisions, and clarity regarding workers' opinions and feelings. Library Managements' should exhibit commitment to their workers via showing constant and genuine appreciation, and when this is done seamlessly there is that likelihood to feel fit in. Library leaders should distribute authority with members in order to influence actions in the organization. They should be seen to be contributing to general performance and also to show that their skill as well as performance is appreciated (Macdonald, 2011). Empowerment ascribes to

workers greater freedom and responsibility, including the authority to make decisions that have direct influence on their work situations. According to Surji (2015), a leader that empowers and support team members exhibit trust in his staff judgment, thus encouraging greater performance. Successful leaders give workers the respect and freedom required to do their work as expected. This will help in ensuring support for decisions, and clarity regarding workers' opinion and feelings.

A Work Environment that is Challenging

Workers generally, want variety and a challenging workplace. When a staff feels challenged, intrinsic motivation and sense of achievement will increase. Generally, challenged workers tend to do better due to the fact that they are more prone to remain in their organization. They don't turnover easily. Another way of ensuring a work environment that is challenging is to ensure that workers are moved to other departments in the organization from time to time; this because sometimes jobs which were not done in one department may be recognized as a welcome job in another.

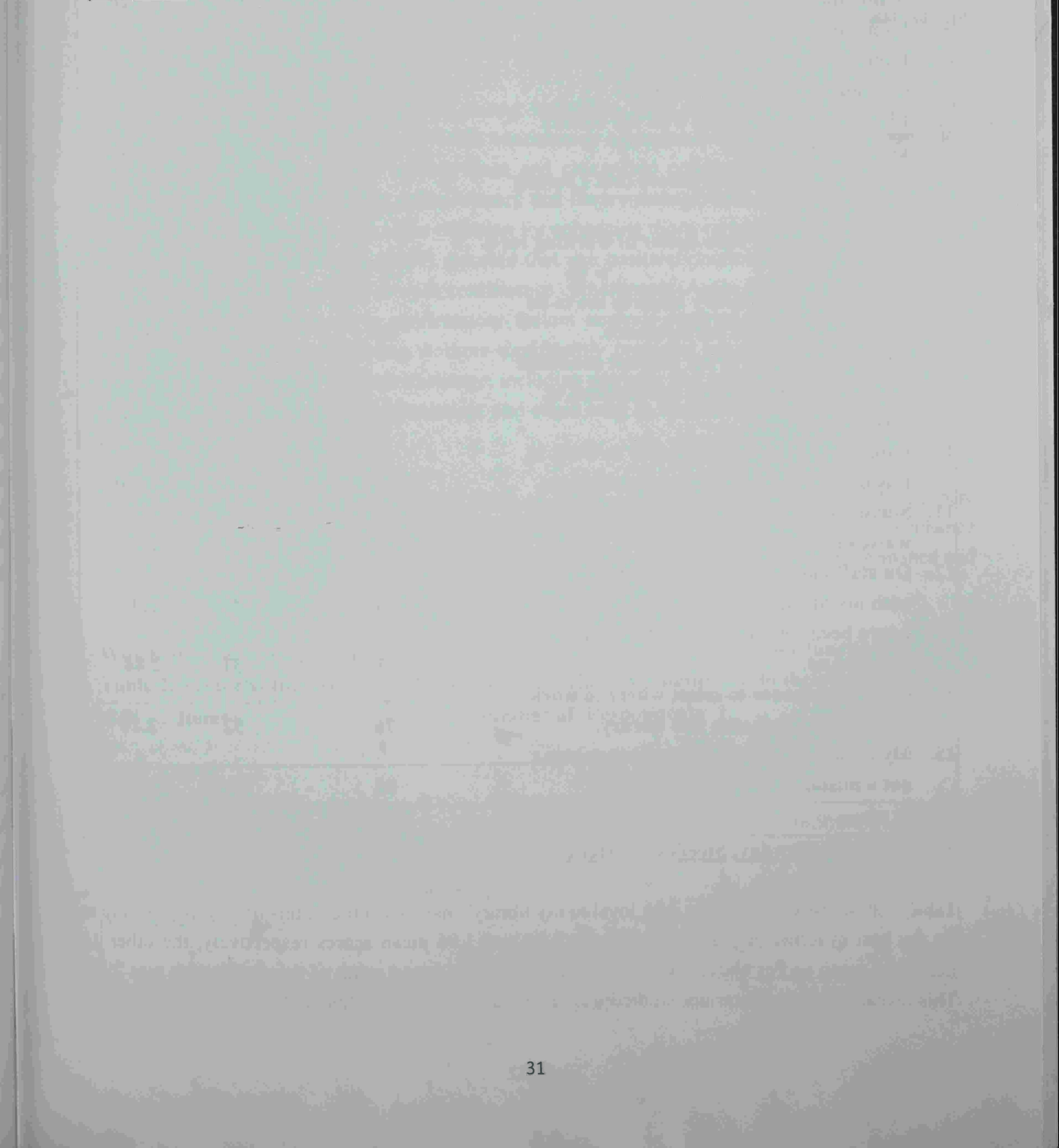
Workers' Commitment and Work Life Quality

If organizations can improve the level of life quality for their workers and provide encouraging work conditions that promote development, sense of fairness and improvement of opportunities then we can witness improvement in organizational commitment. Studies on the magnitude of work life quality (recognition and reward, participative management, welfare facilities, proper grievances handling, good work environment) and dimensions of organizational commitment revealed a positive relationship between affective and normative commitment, as well as some other work life quality dimensions (Kashefi, Adel, Abad, Aliklayeh, Moghaddam, & Nadimi, 2013). Therefore, affective commitment which is linked to emotions, interests, inclination and communication of individual's passions, will improve if factors such as equity in compensation, making provision for growth, continuous work security, paying attention to society's needs and requirements exist in the workplace. In fact, when the aforementioned factors are increased, workers' are further encouraged and motivated in the organization.

Normative commitment seems to be a notable aspect of commitment amongst workers because they observe their conditions to be suitable in terms of organizational job equity, and in development opportunities. As a result they have more sense of loyalty to the organization, even when there are other job provisions in similar establishments. Quality of life aspects like sense of duty, tendency, being happy in the work place, concern for workers and work satisfaction etc. are normative commitment influencers. If quality of life improves at organizational level, workers will have more affective and normative commitment in organizations. Citing Sword (2002) and Larsson and Macleod (2000) in their various studies, Kashefi, Adel, Abad, Aliklayeh, Moghaddam and Nadimi (2013) noted that if the quality of work life increases for employees, their sense of tendency, interest and dependence to organization will improve. With enhancement of the quality of life of library staff, their level of organizational commitment would certainly improve.

Method

The study design was descriptive survey design. This design was adopted because it would enable the researcher to deternine the current status of the extent of organizational commitment of library staff in Nigerian universities. The researcher found that it was not possible to collect data from the entire population. As a result, six (6) universities from the six (6) geopolitical zones of Nigeria were chosen for the research. Stratified and quota sampling method were used to arrive at 150 librarians for the study, though 128 of them responded to the questionnaire that was used for the study. The questionnaire was used as instrument for data collection, while frequency counts, percentages and mean statistics were used to analyze the data obtained.



Results and Discussions of Findings What is your level of commitment to your library? Table 1: Extent of Commitment of Respondents Sample = 128

S/N	Items	A	Und	Disagree	Mean Scores
		3	2	1	
1.	I am ready to exert considerable effort				
	outside my usual schedule to make my				
	library successful.	80		48	2.25
2.	I tell others about how good it is to work				
	in my library.	67	21	40	2.20
3.	I am a bit loyal to my library.	43	9	9	1.80
4.	I am ever ready to do any task in order to				
	continue to work in my library.	84		5 39	2.35
5.	I have similar standing with my library				
	in terms of values.	86	;	. 42	2.34
6.	I make bold to inform others that I belong				
	to this library.	72	2	- 56	2.13
7.	I would not have been better of working for a				
	similar library.	71	7	- 51	2.20
8.	Working in this library inspires me to do				
	my best in terms of performance.	5	8	7 63	1.96
	Slight adjustment in my current condition				

- Slight adjustment in my current condition 9. cannot make me change my decision to leave this library. 10. I am very happy that I elected to work in this library and not other organizations. 11. Staying much longer in this library is not a waste of time. 12. On staff matters, I find it easy to align with my library policies. 13. I care because the destiny of this library is in my hand. 14. Given the chance to select where to work again, I would choose this library. My decision to work in this library was

Adapted from Mowday, Steers & rorter

70		58	2.09
83		45	2.30
72	4	52	2.16
68		60	2.06
87	10	31	2.44
76		52	2.19

not a mistake.	85	43	2.32
Grand Mean 2.19			
(2001)			

Table 1 shows that aside "I am a bit loyal to my library" and "Working in this library inspires me to do my best in terms of performance" with 1.80 and 1.96 mean scores respectively, the other 13 items had mean scores above the cutoff point (2.00). The grand mean of the distribution was 2.19. This revealed that the librarians studied were to a high extent committed to their library.

The finding of this research partially corroborate the work of Kassaw and Golga (2019). That study reported that academics in the university had moderate level in terms of organizational commitment, and their commitment significantly varied with regard to level of education.

Staff work attitudes such as organizational commitment and job satisfaction seem to be of interest in organizational behaviour subject area. Attitude has impact on work or job satisfaction. The concept organizational commitment focuses on staff attitudes towards the organization. Even though a strong association between job satisfaction and organizational commitment was found earlier, more recent investigation alluded to the notion that commitment arises because of

satisfaction. Yet, a good number of previous researches treat commitment and satisfaction differently, particularly as it concerns downsizing in modern day organizations.

Researches on commitment presented strong indication that affective as well as normative commitments are completely related while continuance commitment is not positively associated with organizational outcomes - effectiveness and citizenship conduct (Al-Jabari, & Ghazzawi, 2019). As a result of this finding, it is necessary that library managers should note down their staff commitment pattern and put up a line of action for enhancing those variables that are significant to library objectives. MacMahon (2007) reported that age positively correlated with normative and affective commitment, but not so with continuance commitment. Again, MacMahon (2007) citing Meyer and Allen (1991), in a confirmatory factors analysis reported that job satisfaction and organizational commitment among workers significantly predicted job characteristics, promotion, satisfaction, extrinsic and intrinsic exchange, including extrinsic and intrinsic reward. These factors

were related to organizational commitment and could help in sustaining the result of this present study.

According to Tella, Ayeni, & Popoola (2007), to increase organizational commitment level, there must be enhanced communication, training programmes, education, as well as initiatives to enhance involvement and ownership. Also, the issue of deployment of systems to manage performance and reward needs addressing.

89

101

123

128

69.5%

78.9%

96.1%

74.2%

100%

Which of these factor(s) mostly influence your commitment to your library functions? Table 2: Factor(s) that Mostly Influence the Librarians' Commitment to their Library

Number of Respondents S/N Items Percentage

- Clear library goals
- Feeling a fit with the library
- Gaining energy from work
- A work environment that is challenging
- Leadership styles

Adapted from Wainwright (2019)

Table 2 reveals that "Leadership factor, 128 (100%)" and "Gaining energy from work, 123 (96.1%)" were considered factors that mostly influenced respondents organizational commitment. The other 3 factors as indicated in the table were also considered as factors that influences the librarians' commitment to their library but to a lesser extent.

The result of this study agrees with Khumalo (2015). The researcher found that there was a correlation between management leadership styles and organizational commitment of workers. Leadership styles in the study directly impacted on the degree to which workers are committed to their organization. Past researches have investigated the correlation between management behaviour as well as organizational commitment. The various previous studies established that organizational commitment appears to be high for those workers whose leadership allow them involvement in decision-making (Steyrer, Schiffinger, & Lang, 2008), interest in workers wellbeing, are reasonable in their actions (Lo, Ramayah, Min, & Songan, 2010) and equally accommodating.

Being more productive, willingness to develop and aligning well with colleagues are characteristics of workers who receive energy from their work (Wainwright, 2019). To enable workers gain energy from what they are doing, management should guarantee a correct match between workers and their job. If there is a mismatch, training should be provided to take care of the lapse. If the mismatches continue for a long time, effort should be made to assist workers find another suitable work within or otherwise.

Empowering workers is to share power amongst workers in order to contribute to overall performance and to show that their talent and experience are valued (MacDonald, 2011). An effective leader that empowers and supports team members displays trust in members' judgment, thereby encouraging best performance. Effective leaders offer team members the authority and respect they need to perform their jobs well.

Conclusion

The level of organizational commitment of the librarians studied was high. Also, "Leadership factor" and "Gaining energy from work" were considered factors that mostly influenced the librarians' organizational commitment. Due to the fact that organizational commitment is accepted as a main predictor of staff deciding to leave, a clear understanding of variables that are associated with it can assist management in designing standards and interventions in order to further increase commitment to work.

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