DEMOGRAPHIC FACTORS AND JOB SATISFACTION AS CORRELATES OF ORGANISATIONAL COMMITMENT AMONG LIBRARIANS IN UNIVERSITIES IN SOUTH SOUTH ZONE OF NIGERIA

BY

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JANUARY, 2018

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PG/08/09/175978
BLS (Abraka), 2003
MSc (Abraka), 2008

A Ph.D Thesis Submitted to the Post Graduate School in Partial Fulfilment of the Requirements for the Award of Doctor of Philosophy (Ph.D) Degree in Library Science, Delta State University, Abraka.

JANUARY, 2018

DECLARATION

I declare that this is an original research work carried out by me in the Department of Library Science, Faculty of Education, Delta State University, Abraka.

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IKOLO, Violet Elohor   **Date**

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CERTIFICATION

We certify that this Ph.D research was carried out by IKOLO, Violet Elohor, a Doctoral Student of the Department of Library Science, Delta State University, Abraka.

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Prof. S. O. Uwaifo   **Date**

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DEDICATION

This research work is dedicated to my Mother, for not giving up on me.

ACKNOWLEDEMENTS

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ABSTRACT

This study investigated demographic factors (educational qualification, age, sex and work experience) and job satisfaction as correlates of organisational commitment among librarians in South South zone of Nigeria. The study answered eight research questions, while six research hypotheses were tested. The study employed the correlational research design. Using a population of 236 respondents which consisted of all the librarians in federal and state university libraries in South South zone of Nigeria. The total enumeration sampling technique was used in the study. Thus, all the two hundred and thirty-six (236) librarians from the fourteen (14) state and federal university libraries in the six states in the South South zone of Nigeria were used in the study. The questionnaire was the instrument employed for the collection of data for the study. The instrument entitled 'Demographic Factors and Job Satisfaction as Correlates of Organisational Commitment Questionnaire' (DFJSCOCQ) was adapted from the Minnesota Satisfaction Questionnaire (MSQ) and the Organisational Commitment Questionnaire (OCQ). To estimate the content and construct validity of the instrument, the Principal Component Analysis (PCA), using the extraction method, was used. The rotated sum of squared loadings which revealed the true Eigen value for each component was computed. Data were collected and analysed using descriptive measures such as Mean (X) and Standard Deviation (SD) to answer research questions 1 and 2, while Pearson's Product Moment Correlation was used to answer research questions 3-8. The research hypotheses were tested with Regression Analysis and Multiple Regression Analysis. The results revealed that, in the states under study, librarians were satisfied with their jobs. Satisfaction levels were higher for work, promotion, pay, coworker and supervisors. However, the librarians expressed less satisfaction in the dimensions of work environment. The study also revealed that, the librarians in the universities were committed to the library as an organisation. The librarians expressed high levels of affective, continuous and normative commitment. The study revealed that, there was a correlation between job satisfaction and organisational commitment of the librarians. All the demographic factors explored, sex, age, educational qualification and work

experience did not correlate with organisational commitment among librarians. However, it was found that job satisfaction and demographic factors jointly predicted organisational commitment of the librarians. Hence, the study concluded that the librarians are satisfied with some aspects of their job and they are committed to helping their libraries achieve their goals and objectives. All the demographic factors did not correlate with organisational commitment, but job satisfaction was found to have an influence on organisational commitment among the librarians. The study recommended that, since librarians were not satisfied with their work environment, management of the institutions under study should endeavour to make funds available for the libraries, to enable them renovate and make the working environment of librarians as comfortable as possible. Furthermore, to ensure the librarians' continuous commitment to the library, the library management should take advantage of the loyalty and emotional attachment librarians have for their jobs to ensure that the right training is given to them, so that they can put in their best in their jobs.

CHAPTER ONE
INTRODUCTION

Background to the study

Libraries are organisations established for the provision of relevant information resources and quality services to meet their users' information needs. Adio and Popoola(2010) stated that tertiary institutions like universities are established to impact knowledge, conduct research and provide services to the community. It was the need for university education that prompted the development of the library as an organisation to support and provide services that will help develop the human intellectual capacity.

Simply put, an organisation is a group of people intentionally organised to work together for the accomplishment of common objectives or set of goals. According to Business Dictionary (2015), "an organisation is a social unit of people that is structured and managed to meet a need or to pursue collective goals"(p. 2). Hence, most organisations have a managementstructurethat determines the kind of relationship between different activities and among the members of the organisation, as well as subdivides and assignsduties, responsibilities and authority to carry out different tasks. Organisations are open systems that affect and are affected by their environment. Organisations can also be seen as social entities that set out to achieve specific goals, with deliberately structured set of activities that have a permeable boundary (Bedeian&Zamnuto, 1991). The size of an organisation can be determined by the number of individuals working in it, ranging from one person to tens of thousands (McNamara, 2014).

The library is a service-based organisation. Its ultimate goal is to respond to the needs, expectations and potential satisfaction of the users (Saenwa, Butdisuwan, Bunyakanchana&Srisa-Ard, 2009). As an organisation, the library's tasks involve assembling, forming logical units of work, defining hierarchical structures, identifying staffing requirements, assigning tasks and responsibilities, coordinating human, financial, physical, informational and other resources needed to achieve library goals (Dhawan, n.d).

According to Chaudhary (2001), "the librarian acts as a medium through which an institution's objectives are promoted"(p. 71). This process requires that librarians in university libraries must be willing to go beyond just acquiring and making available the library materials on shelves and stacks to establishing innovative library services to satisfy her users. It is important to observe that this is possible, only if the librarians are highly committed to their libraries. The human resources in any organisation are its most valuable and vital assets (Mallaiah&Yadapadithaya, 2009), and in university libraries, librarians play an important role in helping to achieve the overall mission of their institutions (Bell, 2000). In agreement with the foregoing, Mallaiah and Yadapadithaya (2009) stated that library professionals occupy a prominent and decisive place in universities and their job satisfaction is of importance to the institution. Hence, Saari and Judge (2004) observed that satisfied employees are productive employees and are important for organisational success and competitiveness. Adio and Popoola (2010) stressed that "the organisational commitment of librarians in developing countries like Nigeria, affects the quality of service they render and their satisfaction on the job"(p. 3).

To Allen and Meyer (1996), organisational commitment is a psychological link that exists between a worker and his or her work place of work that makes it unlikely that the worker will willingly leave the organisation. Furthermore, on organisational commitment, Meyer and Allen (1984) and Meyer and Allen (1991) provided approaches which showed that commitment is a psychological statethat explains the employee's relationship with the his/her place of work and how it impacts the employees' decision to continue being a member of the organisation. Organisational commitment could be referred to as an employee's level of identification and involvement in the organisation (Azeem, 2010). Meyer and Allen (1997) stated "that it is a psychological state that characterises the employee's relationship with the organisation, with its implications for the decision to continue membership in the organisation"(p. 192). It is also seen as an employee's identification with an organisation and acceptance of its goals and values as one's own' (Porter, Steers, Mowday&Boulian, 2004).

Similarly, Meyer and Herscovitch (2001) defined organisational commitment as a binding force between an individual and a course of action that is of importance to a

specific target. Organisational commitment is the link between employees and the organisation. Wiener (1982) suggested that organisational commitment is likely to predispose employees to put in their best in organisational programme of activities. While employee's performance may be influenced by different factors, those employees who experience greater organisational commitment are more disposed to contributing effectively and efficiently to achieve the organisational goals because they enjoy job satisfaction.

Bruno (1993) affirmed that research about organisational commitmenthas over the years attracted the attention of researchers, managers and organisational analysts. This is because studies have shown that it is considered useful in predicting employees' behaviour and for manpower planning in organisations like libraries. Regarding organisational commitment among librarians, McCormick (2000) posited that librarians' level of organisational commitment is significantly influenced by career stages and type of library work setting. Also, it has been observed that highly committed and satisfied librarians have been found in libraries that supported participatory management, open communication, and opportunities for achievement for the library staff (Burd, 2003).

There has not been any consensus over the dimension of organisational commitment. This is because while some researchers believe that organisational commitment is a one-dimensional construct, others view it as a multidimensional construct.   However, studies have shown that the most common opinion of organisational commitment among researchersin recent years is that it is a multidimensional construct. Consequently, different multidimensional models have been proposed by different authors (Meyer & Allen, 1984; Allen & Meyer, 1990; Meyer& Allen, 1991, Jaros, Jermier, Koehler &Sincich, 1993). In addition, studies have demonstrated that the most popular of all these models among researchers is the three component model Meyer and Allen (Meyer & Allen, 1991).

According to Allen and Meyer (1990), "organisational commitment consists of a three-dimensional construct, affective, continuance and normative commitment"(p. 7). Explaining the framework further, Meyer and Allen (1991) affirmedthat affective, continuance and normative commitment are dimensions of organisational commitment

which have tried to depict that it is possible for an employee to have different degrees of all of the dimensions of organisatioanl commitment. Affective commitment is best defined as the emotional attachment, identification with, and involvement in the organisation (Mowday, Porter & Steers, 1982). While individuals with normative commitment, they are loyal to an organisation because they believe they should be, continuance commitment has to do with the employee putting the costs as well as the benefits of leaving an organisation on a scale and weighing it. Individuals high on continuance commitment feel attached to an organisation, not because of good feelings toward the company or a feeling of moral obligation, but because the perceived costs of leaving an employer are too high (Meyer & Allen, 1991).

Employees are very important in organisations, hence, their commitment holds an important place when determining how well organisations achieve their set goals and objectives. As a result, it is pertinent for organisations to pay attention to the wellbeing and satisfaction of their employees in order to increase their (employees) organisational commitment. It therefore, follows that the library management will strive to provide enabling work environment and make sure that the organisational framework gives shape, support and satisfaction to its employees that will enhance employee's organisational commitment (Tella, Ayeni&Popoola, 2007).

According to Xiao and Froese (2008), over the past several decades, organisational commitment has been recognised as an important concept due to its contribution to organisational effectiveness. It has also been variably and extensively defined, measured and studied in research on organisational behaviour (Mathieu &Zajac, 1990; Reichers, 1985). Numerous studies have attempted to understand the nature, antecedents, relationship and consequences of organisational commitment among library professionals (Burd, 2003; Sornam&Sudha, 2003; Srivastava & Srivastava, 2004; Patillo, Morgan & Morgan, 2009).

Khan, Razi, Ali and Asghar (2011) are of the opinion that organisational commitment is determined by a number of factors, including demographic factors.Demographic factors have been found to exhibit relationship with organisational commitment. They (demographic factors) refer to the demographic attributes of an

employee. Thus, educational qualification, age sex and years of work experience can be regarded as a demographic characteristic that can influence the job satisfaction and organisational commitment of librarians. Kaya (1995) found "that librarians were not satisfied with physical working environment, recognition on the work, work security, promotion on the job, social status, salaries, social services, authorities, and responsibilities"(p. 16). All these may affect their commitment to the libraries. Popoolaand Oyewumi (2006) in an investigation of the demographic factors affecting organisational commitment among records management personnel of state universities in Nigeria, found that improved conditions of service will enhance the organisational commitment of the records management personnel of state universities in Nigeria.

Educational qualification is of importance in the study of organisational commitment of librarians. Educational factor has to do with the educational qualifications of librarians. Other demographic characteristics under study are the age, sex and years of experience of librarians. A look at a number of studies conveys the fact that there might be a relationship between these biographical factors and organisational commitment. Nestor and Leary (2000) stated that demographic characteristics like age, sex and years of experience, influence commitment of employees. According to Felstead (2010), statistically significant age differences can be found in employment commitment among British employees. As observed by Worrell (2004), there is a gradual linear increase in satisfaction as age increases. This leads to significant differences in organisational commitment between age groups. This assertion, however, is worthy of investigation.

Sexis an aspect that has also received a lot of attention in librarians' job satisfaction and organisational commitment studies. As Kamla (2008) stated, sex is frequently investigated as a biographical variable in studies of job satisfaction. However, available literature is far from being conclusive about the effect of sex on job satisfaction (Kanchana&Panchanatham, 2012). Authors like Esser (2009) have also concluded that sex differences exist in the area of job satisfaction and organisational commitment. Literature on organisational commitment and years of experience has indicated that no differences were found between job satisfaction, organisational

commitment and years of experience (Nestor & Leary, 2000; DeNobile& McCormick, 2006). Findings by Tella, Ayeni and Popoola (2007), however, show that sex differences exist in the job satisfaction of librarians in academic libraries and that no difference exists in the organisational commitment of library staff based on their years of work experience.

Another construct that is of importance to this study is job satisfaction. Danish and Usman (2010) defined job satisfaction as the state where an employee experience an enjoyable and emotional feeling that is a result of that employees' evaluation of his/her job or job duties". It brings about the feeling of fulfilment and pride in achieving organisational goals (Al-Jenaibi, 2010). Job satisfaction is also the belief of the staff that he/she is doing a job well, enjoying the process while being suitably compensated for the effort (Garcez, 2006). Locke (1976) as cited in Tella, Ayeni and Popoola (2007), gave a comprehensive definition of job satisfaction as a pleasurable or positive emotional state resulting from the assessment of an employee's job experiences. It is a result of how much an employee thinks of how well his job provides those things that are considered as important. Job satisfaction is the extent to which librarians like (are satisfied) or dislike (are dissatisfied) with their jobs in the library (Leysen&Boydston, 2009). It is also seen as a function of the levels of specific satisfaction that an employee experiences with respect to the various dimensions of their work. This includes what individuals expect from their jobs and what they receive (Rehman, Muhammad &Lashari, 2010).

There are different dimensions of job satisfaction. Wongso (2011) identified three important dimensions, which include job satisfaction as an emotional response to the work situation, job satisfaction, which is a result of how well the expectations of employees are met and job satisfaction, which is work related. Nash (1985), as cited in Ramayah, Jantan and Tadisina (2001 p.19) has extensively reviewed the nature of job satisfaction in the industrial world and found "that job satisfaction is dependent not only to one but many attributes"(p. 19). Furnham (1992) was able to categorise factors that can have an influence on job satisfaction into three groups. Firstly, there are institutional policies and procedures that have to do with the nature of the remuneration package, supervision and decision-making practices. Secondly, the aspect of the total workload,

the variety of skills applied, autonomy, feedback and the physical nature of the working environment and thirdly, demographic factors that affect the job such as age, self-image and general satisfaction with life.

Al-Aameri (2000) stated thatsatisfied employees are more productive, effective and committed to their jobs, whereas dissatisfied employees are more prone to being absent from work. Library and Information Science (LIS) researchers have also examined library employees' job satisfaction (Taylor, 2000; Lim, 2007). According to Lim (2008), studies have shown diverse results when it comes to the job satisfaction of librarians. While some studies found relationships between sex and job satisfaction other studies did not findof any relationship between sex and job satisfaction of either Information Technology (IT) personnel or of librarians (Igbaria&Guimaraes, 1993; Kuo& Chen, 2004; Sumner &Niederman, 2003-2004). With respect to age, Kuo and Chen (2004) found that the older employees were more satisfied with their jobs than the younger ones. On the other hand, other researchers have found that age was not a factor correlating with an employee'sjob satisfaction (Chwe, 1978; Lynch &Verdin, 1987; Hovekamp, 1995; Certin, 2006). Work experience, as a demographic variable, also yielded inconsistent results among cataloguers (Chwe, 1978). In a study, Hovekamp (1995) found no correlation between years of work experience and the job satisfaction of librarians, while Tella, Ayeni and Popoola (2007) demonstrated that there is a correlation between work experience and the job satisfaction of librarians in Nigeria.

Some earlier studies have also shown that job satisfaction correlates with organisational commitment. For instance, Meyer(2002) discovered that job satisfaction has an influence on organisational commitment. The satisfaction of an individual is thus important to the organisation. In agreement to this assertion, Ogunbameru (2004) stressed that organisational commitment is likely to result from an employee's job satisfaction, and completely ignoring this factor is to risk some negative consequences, such as inability to retain valuable employees or to recruit desired talents. The difference between organisational commitment and job satisfaction is that,while organisational commitment can be defined as the emotional feelings which an employee has towards his organisation,

job satisfaction is believed to be the response that an employee has towards that job(Meyer, 2002). It is considered that these two variables are highly interrelated.

Khalid and Irshad (2010) observed that high productivity and performance of most organisations could not be realized without employees support and contribution. Khalid and Irshad (2010) further explained that employees are partly responsible for the achievement of organisations' goals. Hence, employee satisfaction is thought to be one of the primary responsibilities of a well-managed organisation and considered an imperative by corporate managers. Obi–Nwosu,Joe-Akunne and Oguegbe(2013) are of the opinion thatthe future of any organisation depends on the commitment level of its workforce (employees). Explaining further, Obi-Nwosu, Akunne and Oguegbe(2013) stressed that an employee's commitment to an organisation is likened to the establishment of a strong relationship between an employee and an organisation's goals, which enables the worker to optimise input into the organisation; hence, the increased productivity of the organisation. Based on this premise, it becomes imperative to investigate if job satisfaction has any relationship with a librarian's commitment to the university library. Intuitively, it is easier to believe that workers (librarians) who are more satisfied will likely exhibit more positive feelings, thoughts and commitment toward their job in the libraries. Therefore, studying demographic factors and job satisfaction as correlates of organisational commitment of librarians is important.

Statement of the Problem

The effectiveness and efficiency of service based organisations such as libraries are measured in terms of quality of services rendered to their users. The quality of this service depends on the commitment of its workforce (Gowda, 2009). In recent years, it has been suggested that librarians generally may not be satisfied with their jobs and this has been reflected in their negative attitude towards their jobs (Berry, 2007). As a librarian, personal observations has shown that some librarians display some form of inattentive behavior towards library users. This kind of attitude could negatively influence library users, resulting in unwillingness to use the library and its resources.

This might suggest that such a librarian may be experiencing a low level of job satisfaction and organisational commitment.

Personal communication with some librarians revealed the fact that some of the repetitive nature of a librarian's work makes it become boring and uninteresting. Some librarians complained of lack of inter-division transfer, resulting in lack of satisfaction with their daily routines in the library. The researcher has also observed that the use of official time by some librarians to pursue personal tasks or businesses, lack of active participation in job tasks and absenteeism from work are some observable practices that some librarians are seen to exhibit which may suggest that they may be experiencing low level of job satisfaction and organisational commitment. Furthermore, it was observed that librarians expressed dissatisfaction with the work environment they found in their libraries. Issues such as dust from books, the lack of comfortable office furniture and inadequate toilet facilities are among issues raised by librarians.

As regards demographic factors, preliminary review of literature related to organisational commitment showed that a number of demographic factorssuch as educational qualification, age, sex and years of work experience impact the levelof librarians' organisational commitment to their work. It is of intrest to investigate if employees who are physically, linguistically, culturally, educationally and ethnically diverse to work together peacefully and enjoy a good working relationship, could in one way or another impact their level of organisational commitment.

It is believed that organisational commitment may or may not occur due to these demographic factors. Job satisfaction is an interesting problem both from the standpoint of employees and from the standpoint of managers. On one hand, employees have their own expectations and attitudes, and they want to be treated in a fair and respectful manner, which can result in them being satisfied at their work. On the other hand, employers want satisfied workers, who will exhibit positive attitude towards their jobs, those who will be committed, and those who will display high levels of commitment towards their jobs.

The increasing interest in job satisfaction and organisational commitment of librarians is justified by the fact that employees and their knowledge are becoming a key

factor in achieving competitive advantage, especially in the ever growing knowledge environment. It is for this reason that Salami (2008) stressed "that, for organisationsto succeed in the worldwide economic competition, they need committed workers"(p. 33). Unfortunately, there has been inadequate research efforts that have attempted to link job satisfaction and demographic characteristics of librarians to their organisational commitment. The aim of this research therefore, is to determine if demographic factors and job satisfaction are correlates of organisational commitment among librarians in university libraries in the South South zone of Nigeria.

Research Questions

The following research questions were answered in this study:

1. To what extent are the librarians committed to their jobs?
2. To what extent does educational qualification correlate with organisational commitment of the librarians in the universities?
3. To what extent does age correlate with organisational commitment of the librarians in the universities?
4. To what extent does sex correlate with organisational commitment of the librarians in the universities?
5. To what extent does work experience correlate with organisational commitment of librarians in the universities?
6. To what extent does job satisfaction correlate with organisational commitment of the librarians in the universities?
7. To what extent do demographic factors and job satisfaction jointly correlate with organisational commitment of the librarians in the universities?
8. To what extent are the librarians in universities in South Southzone of Nigeria satisfied with their jobs?

Research Hypotheses

The following hypotheses were tested at 0.05 level of significance in this study:

1. There is no significant relationship between educational qualifications and organisational commitment of the librarians in the universities.

2. There is no significant relationship between age and organisational commitment of the librarians in the universities.

3. There is no significant relationship between sex and organisational commitment of the librarians in the universities.

4. There is no significant relationship between work experience and organisational commitment among the librarians in the universities.

5. There is no significant relationship between job satisfaction andorganisational commitment of the librarians in universities in the South Southzone of Nigeria.

6. There is no significant joint relationship between demographic factors, job satisfaction and organisational commitment of the librarians in the universities.

Purpose of the Study

This study explored demographic factors and job satisfaction as correlates of organisational commitment among librariansin universities in the South Southzone of Nigeria. Specifically, it sets out to:

1. Determine the extent to which the librarians in the SouthSouth zone of Nigeria are committed to their jobs;

2. determine the extent to which educational qualification correlates with organisational commitment of the librarians in the universities;

3. investigate the extent to which age correlates with organisational commitment of the librarians in the universities;

4. find out the extent to which sex correlates with organisational commitment of the librarians in the universities;

5. investigate the extent to which work experience correlates with organisational commitment of the librarians in the universities;

6. find out the extent to which job satisfaction correlates with organisational commitment of the librarians in the universities;

7. find out whether job satisfaction and demographic factors can jointly correlate with organisational commitment of the librarians in the universities and

8. ascertain the extent to which the librarians in universities in the South South zone of Nigeria are satisfied with their jobs.

Significance of the Study

The findings of this study are important to university libraries and library management. The study would enable library managers to ascertain the factors that correlate with organisational commitment among librarians. Where organisational commitment is low, it will help library managers to formulate and implement policies and embark on practices that can improve librarians' organisational commitment, thereby improving their job performances.

The results from this study would be useful to University Managements. By providing information on variables that correlate with organisational commitment, the results from the study can be applied to other categories of staff of the university in general and the University Managements can then take steps such as organizing seminars, workshops and conferences for staff on organisational commitment. This could help to minimise absenteeism and resignation of talented staff of the university.

The outcome of this study would be useful to researchers in Library and Information Science. It is expected to provide empirical evidence and literature on job satisfaction and demographic factors as correlates of organisational commitment among librarians in Nigerian university libraries, as there are very few studies that have been done on demographic factors and job satisfaction as correlates of organisational commitment of librarians, especially in the South South zone of Nigeria. Furthermore, this information can contribute to the formulation of new policies and practices for improving commitment among librarians.

Scope and Delimitation of the Study

The study focused on demographic factors and job satisfaction as correlates of organisational commitment of librarians in university libraries in the South Southzone of Nigeria. It explored the extent to which librarians are committed to their jobs and the extent of the librarians' satisfaction with their jobs. It also investigated variables such as job satisfaction, educational qualification, age, sex and work experience as correlates of organisational commitment. Lastly, it explored if job satisfaction and demographic factors can jointly correlate with organisational commitment. The university libraries in the six states in the zone- AkwaIbom, Bayelsa, Cross River, Delta, Edo and Rivers states– were used for the study.

Operational Definition of Terms

The following terms are defined according to how they are used in this study

Demographic Factors: These are the personal characteristics of librarians in university libraries such as educational qualification, age, sex and work experience.

Job Satisfaction: This has to do with the pleasurable emotions librarians in university libraries derive from their jobs.

Librarians: These arelibrary staff with academic status

Organisational Commitment: This refers to the degree to which a librarian identifies with the university library and its goals and wishes to remain working in the library organisation.

South Southzone: It is made up ofAkwaIbom, Bayelsa, Cross River, Delta, Edo and Rivers states (all in Nigeria).

CHAPTER TWO
REVIEW OF RELATED LITERATURE

In this chapter, related literature are reviewed and presented under the following subheadings:

Conceptual Model

Organisational Commitment of Librarians

Demographic Factors as Correlates of Organisational Commitment among Librarians

Job Satisfaction as a Correlate of Organisational Commitment among Librarians

Demographic Factors and Job Satisfaction as Joint Correlates of Organisational Commitment among Librarians

Job Satisfaction of Librarians

Appraisal of the Reviewed Literature

Conceptual Model

The Three-Component Model of organisational commitment (TCM) articulated by Meyer and Allen in 1990 was adapted for this study. Meyer and Allen (1991) developed the Three Component Model to ascertain the fact that commitment has three different components which correspond with different psychological states. Two reasons are responsible for the development of this model: first to "aid in the interpretation and

explanation of already existing research" and second "to serve as a framework/benchmark for future research" (p. 72). The three components of the TCM are reflected in an employee as a desire, a need and a sense of responsibility to remain working in an organisation (Meyer & Allen, 1991).

Meyer and Herscovitch (2001) asserted "that commitment is a force strong enough to bindsomeone to a course of action of relevance" (p. 300). Employees are theorised to experience this force in the form of three bases or mindsets: affective, normative and continuance, which reflect emotional ties, perceived obligation, and perceived costs (Allen and Meyer, 1990). Regarding their framework, Meyer and Allen (1991) argued that affective, normative and continuance commitment were dimensions rather than types because employees could have varying degrees of all three.

In the TCM, the first dimension is affective commitment, which represents the individual's emotional attachment to the organisation. According to Meyer and Allen (1997), "affective commitment is the employee's emotional attachment to, identification with, and involvement in the organisation". McMahon (2007) stated that affective commitment refers to the degree to which an employee identifies with, is involved in, and enjoys membership in that organisation, hence, employees with affective commitment wish to remain working with the organisation. Meyer and Allen (1991) pegged affective commitment as the "desire" component of organisational commitment.

The second dimension of the TCM is continuance commitment. Meyer and Allen (1997) defined continuance commitment as "knowledgeof the costs linked with leaving the organisation" (p. 12). Continuance commitment is also referred to as the "need" component or the gains versus losses of working in an organisation commitment. Continuance commitment is calculative and strategic in nature because the employeemust intentionally weigh the costs as well as the risks associated with leaving his/her present organisation. Meyer and Allen (1991) further stated "that employees whose main link to the organisation is based on continuance commitment continue working for their organisation because they need to do so"(p. 82). It has to do with a person's bond with an organisation based on what it would cost that person to leave the organisation. Continuance commitment stresses that employees will remain with an organisation when

the employee considers the cost of leaving to be greater than the cost of staying. According to Manetje (2009), employees with continuance commitment remain with an organisation out of need or to avoid the perceived cost of leaving.

In the organisational commitment model, normative commitment is the third dimension which is defined by Meyer and Allen (1997) as a feeling of obligation or responsibility to continue working in a particular organisation. Internalised normative beliefs of duty and responsibility make workers obliged to remain working in the organisation (Allen & Meyer, 1997). In the opinion of Jaros (2007), the employee remains with the organisation because of feelings of obligation. These feelings may develop from a strain on the employee before and after joining an organisation. For instance, the organisation may have invested resources in training and retraining an employee, this leads the employeeto habour feelings of obligations to put forward his best efforts on the job and continue working with the organisation in order to 'repay the debt.' It may also reflect an internalised norm, developed before the person actually started working for the organisation, through family or other socialisation processes that have taught the employee that one should be loyal to one's place of work. This makes the employee toremain with the organisation because hebelieves he"ought to". The researcher chooses the TCM of organisational commitment because the model is considered suitable for the study.

| Independent Variables | Dependent Variable |

DEMOGRAHPIC FACTORS
-educational qualification
-age
-gender
-years of work experience

ORGANISATIONAL COMMITMENT
-affective
-continuance
-normative

JOB SATISFACTION
-satisfaction with work
-satisfaction with pay
-satisfaction with promotion
-satisfaction with work
  environment
-satisfaction with supervision
-satisfaction with coworkers

Figure 1: **Demographic Factors and Job Satisfaction as Correlates of Organisational Commitment Model.**

Adapted from Meyer and Allen (1991) Three-Component Model of Commitment (TCM).

Figure 1 provides the conceptual model for this study. Its objective is to explain the interactions between the variables in the study. Demographic factors and job satisfaction are the independent variables, while organisational commitment is the dependent variable. The conceptual model proposed that the three components of the TCM can be reflected in a librarian as, a desire (affective), a need (continuance) and an obligation (normative) to remain working in a particular library. The model also shows that librarians may experience job satisfaction in six aspects of their job. The aspects are: work, pay, promotion, work environment, supervision and coworkers.

In the university library, the librarian plays an important role in helping to achieve the overall mission of the university (Bell, 2000), thereby acting as a link through which an institution's objectives are promoted. The librarians in university libraries must be willing to go beyond just acquiring and making available the library materials for users, they must be eager to establishinnovative library services that will keep library users coming back to make use of the libraries. The willingness of librarians to provide assistance to users depends on the pleasurable or positive emotional state of the librarian which results from an appraisal of his job in the library. This is the job satisfaction of the librarian. The conceptual model proposed the presence of six important factors that can influence a librarian's job satisfaction, namely: work, pay, promotion opportunities, supervision, work environment and coworkers. Hence, these dimensions were investigated to determine job satisfaction among librarians in the South Southzone of Nigeria.

Furthermore, the model proposed that job satisfaction and organisational commitment share a relationship.Gunlu, Aksarayli and Percin (2010) analysed the effect of job satisfaction on organisational commitment and the finding proves that a high level of job satisfaction would lead to organisational commitment. Gaertner (1999) and

Jernigan, Beggs and Kohut (2002) also found that job satisfaction is a cause of organisational commitment. Finally, it is proposed in the model that both demographic factors and job satisfaction would jointly correlate with organisational commitment among librarians. The conceptual model, therefore, has arrows pointing from demographic factors and job satisfaction to organisational commitment. In a study, Bruno (1993) found that a combination of demographic factors (sex, age, marital status, length of service, educational qualification), work locus of control and job satisfaction have significant joint influence on the organisational commitment of medical records personnel in University Teaching Hospitals in Nigeria. The present study therefore investigated the relationship which demographic factors and job satisfaction have on organisational commitment among librarians.

Organisational Commitment of Librarians

Organisational commitment has evolved into an important construct in organisational research. This is chiefly due to its relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job-involvement and leader-subordinate relations (Bull, 2005). The success of any organisation (academic library) and the pursuit of quality depend not only on how the organisation (academic library) makes the most of human competencies, but also on how it stimulates its employees' (librarians') commitment to the organisation (Azeem, 2010). Early studies on organisational commitment viewed the concept as a one dimensional concept, based on an attitudinal perspective, which embraced the identification, involvement and loyalty of employees (Porter, Steers, Mowday & Boulian, 2004).

Porter Steers, Mowday and Boulian (2004) further describes organisational commitment as an attachment to the organisation, characterised by a desire to continue working in it. It has to do with an identification with the values and goals of the organisation as well as a willingness to put in extra effort on behalf of the organisation.

The exchanged-based definition or side-bet theory presents another perspective to understanding the organisational commitment concept (Becker, 1960; Alluto, Hrebiniak & Alonso, 1973). This theory believes that employees are committed to the organisation as far as they retain important positions within the organisation, irrespective of whatever

uncomfortable conditions they may experience in their place of work. However, ifsuch an employee has the opportunity of alternative benefits, they will leave the organisation. That is why Meyer and Herscovitch (2001) proposed that commitment is a potent force which binds an employee to a course of action of relevance to one or more targets. Varona (1996) also stressed that organisational commiment can be seen from the perspective ofat least three distinct approaches. First is the exchange approach which sees commitment as an outcome of inducement/contribution transactions between the organisation and her members. The second approach is the psychological approach, which believes that commitment as an attitude toward the organisation which connects the identity of the person to that of the organisation. And thirdly, is the attribution approach which defines commitment as a behavioural act and it occurs when individuals attribute an attitude of commitment to themselves.

Turunen (2011) believes that organisational commitment denotes employees' commitment and loyalty to their current organisation. To Gomes (2009), this construct can be defined as a psychological attachment between an individual and an organisation". It can also be defined as the strength of identification that exist between an individual and the organisation (Schappe, 1998). Padala (2011)sees it as the link between the employees and the organisation. It also implies identification with an organisation, acceptance of its goals and values as one's own and a strong desire to remain as a part of the organisation.

After carrying out series of researches on organisational commitment, Meyer and Allen (1997) defined it as a psychological state that characterises the employee's relationship with the organisation and along with its implications for the decision to continue membership in the organisation. They further explained the concept with a three-component model of commitment, with each component characterising an employee's commitment to the organisation. These components are affective, continuance and normative commitment. Affective commitment has to do with employees' perception of the emotional attachment or identification with the organisation. Continuance commitment is the employees' perception of the cost of leaving a current employment to another place. Normative commitment is the perception an employee has of their moral obligations to the organisation.

Explaining further, Samad (2011) stated that affective commitment refers to the employee's emotional attachment to and involvement in the organisation and its goals. It results from the fact that the employee wants to retain the relationship with the organisation. Continuance commitment is calculative and exchange based in nature and it is usually connected to the costs associated with an employee's decision to leave the organisation. It makes the employee feel that they have to stay with the organisation, because leaving would cost them to lose renumerations like pensions, status, seniority, or because they perceive few employment alternatives exist elsewhere. While, normative commitment is desire to stay with the organisation based on a sense of moral or legal bond,or a debt of gratitude that the employee feels towards the organisation. This sense of loyalty makes employees feel that they ought to stay committed to the relationship (Padala, 2011).

According to Mowday, Porter and Steers (1982), organisational commitment is a construct that is multidimensional and it is the relative strength of identification that an employee has with a particular organisation. It is characterised by at least three factors: the first is a willingness to exert considerable effort on behalf of the organisation; the second is a strong belief in and acceptance of an organisation's goal and values; the third is a "strong desire to maintain membership in the organisation (Celik, n.d).

Another set of well-known opinions about commitment in organisational literature is one that was developed by Porter, Steers, Mowday and Boulian (2004). In their opinion, they explained organisational commitment as behavioural situation. Firstly, commitment is seen as the power of identification and involvement of an individual with a certain organisation. The second view states that an individual focuses on an action with the help of his early investments and if the action stops he loses his investments. This view handles commitment as the tendency to maintain membership in the organisation (Allen & Meyer, 1990).

Reyes (2001) defines it as a person's affective attachment to the goal and values of an organisation. Organisational commitment can also be seen as the strength, close association with, and involvement that an employee has in the organisation (Levy, 2003). Researchers have also viewed commitment as involving an exchange of behaviour in

return for valued rewards. For example, Bull (2005) stated that organisational commitment is the result of a synchronisation between the individual's job-related and occupational needs on the one hand and the organisation's ability to satisfy these needs on the other.

The feature that is used to describe the concept organisational commitment is behaviour (Morrow, 1993). Best (1994) maintains that organisational commitment among individuals leads them to enact specific behaviours due to the belief that it is morally correct rather than personally beneficial. Reichers (1985) is of the opinion that organisational commitment is a behavioural pattern that is visible when employees are committed to existing groups within the organisation. Therefore, organisational commitment is a state of being, in which the staff in an organisation are bound by their actions and beliefs that sustain their involvement and their own involvement in the organisation (Miller & Lee, 2001).

A very common and effective measurement tool for measuring the organisational commitment of employees is the Organisational Commitment Questionnaire (OCQ). The OCQ was developed on the basis of Mowday, Porter and Steers's (1982) definition of organisational commitment. Firstly, it is a strong persuasionin and acceptance of the organisation's goal and values. Secondly, it is a hearty consent to bring into active operation considerable effort on behalf of the organisation. Thirdly, it is a strong persuasion to remain working in the organisation. The questionnaireidentifies 15 items that emphasises an employee's consent in and acceptance of the organisation's goal and values, their active participation in the organisation and a strong desire to maintain membership in the organisation (Bull, 2005).

Organisational Commitment Dimensions

According to Allen and Meyer (1990), organisational commitment consists of a three-dimensional construct or traits which are defined as follows:

i.   The affective commitment

ii.   The continuance commitment

iii.   The normative commitment

For example, one employee might feel both a strong attachment and a sense of obligation to remain working with the organisation. A second employee might enjoy working for the organisation but also recognise that leaving would be very difficult from an economic standpoint. And a third employee might experience a considerable degree of desire, need, and obligation to remain with the current organisation (Meyer & Allen, 1997, Noor and Noor 2006). Meyer and Allen (1991) have used affective, continuance, and normative commitment to illustrate the multidimensional nature of organisational commitment. Solinger, Woody and Robert (2008) argue that such three dimensions may be different types of commitment rather than dimensions of the same construct. This is because affective, continuance, and normative commitment are conceptually different; it is not that surprising that they predict different behaviours. These different dimensions of commitment are also believed to be affected by several factors.

According to Ortiz, Lau and Qin (2013), organisational commitment is an attitude that shows three dimensions. Affective, continuance, and normative commitment are differently related to some variables that are supposed to antecede organisational commitment. Allen and Meyer (1990; 1996) and Meyer Stanley, Herscovitch and Topolnytsky (2002) argue that although affective and normative commitment are positively associated, normative commitment is also a very active component of organisational commitment. Normative commitment has the ability to capture something different that affective commitment does not capture, which means that normative commitment may be affected by other factors that can influence affective and continuancedimensions of commitment to the organisation (Allen & Meyer, 1996).

Affective, continuance, and normative commitment are three different and distinguishable components of commitment (Allen & Meyer, 1990). Results of confirmatory factor analysis on the TCM of organisational commitment by various authors (Dunham, Grube & Castenada, 1994; Hackett, Bycio & Hausdorf, 1994; Meyer, Allen & Gellatly, 1990) have generally supported this hypothesis. The factor structure of Allen and Meyer's (1996) organisational commitment scale has been examined in several studies. Some of these researcheshave covered measures from the three components (affective, continuance, and normative). Other

studies have provided empirical support to demonstrate that the components are indeed different from one another (McGee & Ford, 1987 and Reilly & Orsak, 1991).

The researcher locatedtwo studies in the library and information science literature that reported and investigated the issue of organisational commitment traits. Hovekamp (1995) explored the organisational commitment of professional library employees in unionised and non-unionised research libraries. While Rubin and Buttlar (1992) participated in a study to investigate the organisational commitment of high school library media specialists in Ohio. They employed Mowday, Porter and Steers's (1979) organisational commitment questionnaire. Noor and Noor (2006) were the first to use Allen and Meyer organisational commitment scale on librarians in academic libraries in Malaysia. Among the findings is the demonstration that Allen and Meyer's Organisational Commitment measures can be applicable to librarians in general and to academic librarians specifically.

Affective Commitment

In simple terms affective commitment refers to employees' strong persuasionin and acceptance of the organisation's goal and values. It is also seen as an individual's emotional position towards the organisation. This emotional position may consist of a strong belief in, acceptance of an organisation's goal, willingness to exert considerable effort on behalf of the organisation and a strong desire to continue working in the organisation. Employees that exhibit a strong affective commitment stay with the organisation because "they want to" (Mowday, Porter & Steers, 1982).

Meyer and Allen (1984) define affective commitment as the employee's positive feelings of identification with, attachment, and involvement in the organisation. Bagraim (2003) stated that affective commitment develops if employees are able to meet their expectations and fulfill their occupational needs within the organisation. Affective commitment results in employees staying within an organisation because they want to and according to Romzek (1990), these employees will generally act in the organisation's best interest and it is unlikely that such employees will easily leave the company. Eisenberger, Huntington, Hutchinson and Sowa (1986) stated that individuals will display different degrees of effort and maintain different affective responses to an organisation

depending on the perceived commitment of that organisation to the employees within the organisation. Therefore, they concluded that employees will exhibit organisational commitment in exchange for organisational support and rewards.

Imam, Raza, Shah and Raza (2013) defineaffective commitment as an employee sentimental attachment, sense of belonging and participation in the organisation. Emotional attachment, belongingness and involvement in the organisation constitute affective commitment as found by (Allen & Meyer, 1996). It is also defined by some other researchers. Dunham, Grube and Castenada (1994) stated that affective commitment is actually an individual belongingness and sentimental affection with organisation and its goals and objectives. According to them it is a situation where an individual employee wanted to be with the organisation and continues his/her association with that organisation. Affective commitment is defined by Cohen (2003) as optimistic fondness toward the organisation, reproduced in a longing to observe the organisation success in achieving its aims and objectives and an emotion of satisfaction at being element of the organisation.

An employee with strong affective commitment shares in the goals of the organisation and desires to remain a part of the organisation willingly. The affective commitment of employees can be influenced by different demographic factors such as age, tenure, sex and education but these influences are neither strong nor consistent (Jaros, 2007). Employees of organisations who have high level of affective commitment continue working for the organisation because they want to (Meyer & Allen, 1991). With affective commitment, employees are willing to remain working with their organisations because they view their personal employment relationship in tandem with the goals and values of the organisation (Beck & Wilson, 2000). The strength of affective commitment lies in the fact that it is related to the individual's needs and expectations about the organisation (Storey, 1995). The model describing organisational commitment shows that affective commitment can be influenced by different factors (Meyer & Allen, 1997).

Continuance Commitment

Being the second dimension of the three-dimensional model, continuance commitment refers to employees' assessment of whether the cost of leaving an

organisation is greater than the cost of staying. Employees who think that the cost of quitting the organisation is more than the cost of staying does so because they need to (Meyer & Allen, 1991).

Buitendach and de Witte (2005) explained that continuance commitment can be conceptualized as the propensity for employees to feel committed to their organisation based on their belief of the overall cost of leaving the organisation. Meyer and Allen (1984) maintain that continuance commitment can be used to refer to anything of value that an individual may have invested (e.g. time, effort, money) in his place of work that would be lost or to be deemed worthless at some perceived cost to the individual if he or she were to leave the organisation. The employee might regard such investments to include contributions to non-vested pension plans, development of specific skills or status, use of organisational benefits such as reduced mortgage rates and so on. The perceived cost of leaving may be provoked by an assumed lack of alternatives to replace or make up for the foregone investments.

Continuance commitment is founded on the cost that individualsattach to leaving the organisation (Meyer & Allen, 1991). It deals with the commitment of an employee to further continue work in the organisation due to the inter-employee relationships and associations and other non-transferable funds and investments like allowance and retirement fund or retirement remuneration. An individual may be committed to the organisation because he/she feels thatthe cost of losing membership of the organisational will be too high. Things like economic costs (such as gratuity, pension accruals) and social costs (friendship ties with co-workers) would be costs of losing employement in an organisation. But an individual doesn't see the positive costs as enough to stay with an organisation they must also take into account the availability of alternatives (such as another organisation), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organisation (McMahon, 2007). It is also regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained (Beck & Wilson, 2000). The strength of continuance commitment of an employee lies in the need to stay, and it is determined by the perceived costs of leaving the organisation (Meyer & Allen,

1991). Best (1994) further explained that continuance commitment will therefore be at its best when the employee believes that either there are no alternatives or the alternatives are few. This argument agrees with the opinion that when given better options, employees may decide to leave the organisation.

It is wildly believed that continuance commitment will occur when an employee continues to work with an organisation mainly out of need, whether due to lack of alternatives or as a result of the perceived costs associated with leaving, such as lost income, seniority or retirement benefits. Perhaps, perceived lack of alternatives or an inability to transfer skills and education to another organisation are the primary antecedents of continuance commitment (Meyer, Stanley, Herscovitch & Topolnytsky, 2002). It can be assumed that once an employee experiences this restriction of options the perceived need to remain with his or her organisation may increase (Van Breugel, Van Olffen & Ollie, 2005).

Normative Commitment

Normative commitment is an employee's feeling of obligation to the organisation. According to Noor and Noor (2006), this third component, has to do with feeling of obligations to the organisation based on the employee's personal norms and values. Employees that exhibit high levels of normative commitment stay with the organisation because they feel they should stay. It can also be defined as the belief that employees have a responsibility to their organisation (Bagraim, 2003). Wiener (1992) defines normative commitment as the totality of internalised normative pressures to act in a way which meets organisational goals. Bagraim (2003) further stressed that employees experience normative commitment due to their internal belief that it is their duty to do so. Sparrow and Cooper (2003) suggest that normative commitment has an overall coverage of an employee's felt responsibility towards an organisation and is based on feelings of loyalty or based on a bond containing a penalty in case of failure.

Wiener and Vardi (1980) explained normative commitment as the work behaviour of individuals, guided by a sense of contract, obligation and loyalty towards the organisation. For normative commitment the employee feels that it is morally right to stay in the organisation, regardless of how much status or satisfaction the organisation

gives him or her over the years. Normative commitment draws its strength from feelings of loyalty, debtand or obligation between employees and the organisation (Suliman & Iles, 2000). The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation to repay the benefit in some way (McDonald & Makin, 2000). This means that employees often feel it is their duty to repay the organisation for investing in them, either in the area of training and development or in the provision of scholarships.

The employee in this situation considers it morally right and binding to retain membership in the organisation, regardless of how much status enhancement or satisfaction the organisation gives him or her over the years. For example, Marsh and Mannari (1977) researched a person's lifetime commitment to an organisation, they concluded that people who remain for such extended periods of time do so in part because they believe it to be morally correct. Such an obligation to an organisation results from a person's internalised normative pressures (McMahon, 2007).

However, Wang, Indridasson and Saunders (2010) argue that although normative commitment is a salient dimension of employee commitment, it has been found to be substantially related with affective commitment. Specifically, research has not foundany significant difference between the effects of affective and normative commitment on organisational commitments of employees (Felfe, Yan & Six, 2008).

Wiener (1982) stressed that normative commitment is higher in organisations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also always rated as high where the employees regularly observe tangible examples of the employer being committed to their well-being and progress. An employee with greater organisational commitment has a greater chance of contributing to organisational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organisation's ability to recruit and retain talents. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members (Suliman & Iles, 2000).

The result of several investigations indicated that employees with strong affective commitment work harder and more effectively in their jobs than employees with weak affective commitment (Johnston & Snizek, 1991; Meyer & Allen, 1997; Preston & Brown, 2004). Other studies have also found reasons to believe that affective and normative commitment are related positively, while continuance commitment is related negatively to organisational commitment (Hackett, Bycio & Handsdoff, 1994; Shore & Wayne, 1993).

Demographic Factors as Correlates of Organisational Commitment among Librarians

Organisational commitment has been confirmed as an attitude that shows an employee's feelings of loyalty to the organisation is an ongoing process through which the employees of that organisation express their concern for the organisation and its continued success and wellbeing (Northcraft & Neale, 1996).It is one of the most significant perspectives related to employments in recent times and has attracted a lot of attention among the management researchers. The reason undoubtedly lies in the results and achievements; the committed and satisfied staff naturally function better and influence the improvement of organisation (Oshagbemi, 1997). Bull (2005) noted that organisational commitment can be predicted by a number of demographic factors, such as age and tenure in the organisation.

According to Kotler and Armstrong (2001), "demographics is the study of human population in terms of size, density, location, age, sex, race, occupation and other statistics"(p. 231). It also refers to the quantifiable statistics of a given a population. Demographics is also used to identify the study of quantifiable sub-set within a given population which characterise that population over a specific point in time (Amangala, 2013). In the study of the organisation commitment of employees' demographic factors are among the most commonly used variables in relation to organisational commitment.

Committed employees can be described as those who have high involvement with their organisations and very much likely to remain part of the organisations. Having committed employees is advantageous to anyorganisation, as they are predicted to be less

likely to resign or to be absent without genuine reasons. It also means having staff that are more willingto make sacrifices for the advancement of their organisations (Greenberg, 2005). According to other studies on demographic factors and organisational commitment have found inconsistent results (Mathieu & Zajac, 1990; Al-Qarioti & AI-Enezi, 2004).

Regarding organisational commitment among librarians, McCormick (2000) posited that librarians' level of organisational commitment is significantly influenced by career stages, type of library work setting, and number of other factors. In Malaysia, Noor and Noor (2006) claimed that Allen and Meyer's Organisational Commitment scale was applied to Malaysian academic libraries; the study however, did not discuss if demographic factors predicted organisational commitment among these librarians.

Hovekamp (1995) explored the organisational commitment of professional library employees in unionised and non-unionised research libraries. To do this, he made use of the measurement tool developed by Mowday, Porter and Steers (1982). However, no attempt was made to determine if demographic characteristics predicted organisational commitment among the librarians. Rubin and Buttlar (1992) also conducted a study to examine the organisational commitment of high school library media specialists in Ohio. Using the Mowday, Porter and Steers's (1979) Organisational Commitment Questionnaire. However, again no attempt was made to evaluate the biographic properties of the Organisational Commitment Questionnaire. It is observed that recent studies on the organisational commitments of librarians are very few.

Salami (2008) found that age and education made significant contributions to the prediction of organisational commitment. Similarly, Adenuga, Adenuga, and Ayodele (2013) also indicated that demographic factors like sex significantly predicted employees' organisational commitment. A recent study by Ogunjinmi, Onadeinko, Ladebo and Ogunjinmi (2014) observed that sex ($\beta = 0.20$, p<0.01), age ($\beta = -0.21$, p<0.05) and education ($\beta = 0.31$, p<0.01) were the determinants of employees' organisational commitment. The value of adjusted R square in their own study was (0.15) implying that this model explained 15% of the total variance in organisational commitment.

Authors have carried out research on demographic factors such as age, years of work experience, sex and education level and have concluded that these factors have been in one way or the other associated with organisational commitment (Chughtai & Zafar, 2006; Dodd-McCue & Wright, 1996; Luthans, McCaul & Dodd, 1985; Salami, 2008). However, Mathieu and Zajac (1990) and Weidmer (2006), in Salami (2008) found that demographic factors were not significant predictor of organisational commitment. Iqbal (2010), presented results that indicated that some of the demographic factors such as length of service is significantly and positively associated with organisational commitment in the Pakistani knitwear sector.

Educational Qualification and Organisational Commitment

Level of education is a very important demographic factor. According to Hoskins (2003), individuals acquire education with the expectation of future returns. The influence of educational qualification in factors of job satisfaction and organisational commitment is examined by various authors. Although findings are at times inconsistent in the literature, it appears that there are significant differences between the organisational commitment of an employee and the educational level achieved.

Meyer and Allen (1991) in an exploratory analysis of factors that can impact organisational commitment among employees, observed that the educational level of an employee was related to his level of commitment in the organisation. Dornstein and Matalon (1998) investigated eight factors that are relevant to organisational commitment. Education qualification ranked second among the variables they studied. Also, Adeyemo (2000) reported a positive correlation between the educational qualification of human service organisation workers and their organisational commitment. An investigationof organisational commitment among Nigerian police officers, reveals that police officers who have high educational qualification were more committed than police officers who have low educational qualification (Opayemi, 2004).

Bakan, Buyukbese and Ersahan (2011)investigated the relationship between the employees' education level and their organisational commitment. The analysis of the data showed that there are statistically significant relationship between educational level and organisational commitment. Regarding their education qualifications, the employees were

divided into five groups as follows; they are graduates from primary school, secondary school, high school, vocational school and the university. Within these groups, the three employee groups (graduates from university, vocational school and secondary school) reported higher levels of organisational commitment than the remaining two groups (graduates from high school and primary school). Hence, with the exception of the employees that graduated from high school, the higher educated employee groups were more committed groups than the lower educated employee groups. By the increase in their education levels, employees' commitment to their organisations becomes strong.

However, a study by Padalla (2011) identified two significant groups based on their level of education. They were the 'below-the-undergraduates and post-graduate. The comparison of the mean scores among the two groups indicated that the scores of commitment are higher for the less educated. It may be inferred that education is not positively related to commitment. A number of other researchers have also maintained that the higher an employee's level of education, the lower that individual's level of organisational commitment. (Mowday, Porter & Steers, 1982; Mathieu & Zajac, 1990). The negative difference may result from the fact that highly qualified employees have higher expectations that the organisation may be unable to fulfill. Also according to Mathieu and Zajac (1990), commitment levels and wish to continue working with an organisation are likely to be lower for highly educated employees who have a greater number of job options. It would seem that most studies done in Europe and America linking level of education to employee organisation commitment concludes that the relationship is negative.

In agreement with these conclusions, Meyer and Allen's (1997) study revealed that the level of education does not seem to be consistently related to an employee's level of organisational commitment. What this means is that employees with higher levels of education are postulated to have enhanced possibility of finding alternative employment whenever they like and this tends to reduce their levels of commitment towards a particular organisation. Johns (2005) reported that several studies conducted on American workers have found education to be negatively related to commitment. That is, the higher the education, the lower the workers' organisational commitment. In addition,

Ahmad and Abubakar (2003) in their study of commitment among white collar workers in Malaysia, found that education has a significant negative correlation with continuance commitment. This signifies that the employees who were less educated feel that the cost of leaving their organisation is high. They cannot afford to lose their membership of their ogranisations hence they remain with the organisation. On the other hand, more educated employees feel that they have little to lose if they leave their job, thus they are less committed.

McClurg's (1999) research also found highly educated employees to display lower levels of organisational commitment. This line of thought is further explained by Mathieu and Zajac (1990). They stated that more highly qualified individuals have a greater number of alternative work opportunities, therefore they tend to be less committed. In agreement to this position, Brown and Sargeant (2007) found out that less educated employees showed higher levels of organisational commitment than their more educated counterparts.

Age and Organisational Commitment

As employees age, their level of commitment towards their employing organisations increases (Meyer & Allen, 1997). Sekaran (2000) support the findings that the effect of age on organisational commitment is significant. Mowday, Porter and Steers (1982) postulated "that,individuals tend to appreciate their jobs better as they age, because employment opportunities become limited". Other proponents have also hypothesised that older individuals may be more committed to their organisations because they have a stronger investment and a greater history with the organisation than younger employees (Harrison & Hubbard, 1998). Schroeder (2008) posited that at Andrews University, Ohio, employees between the ages of 20 to 30 years were significantly less committed to the organisation than their counterparts in the higher age groups. Amangala(2013) foundpositive correlations between age and organisation commitment.

On the contrary, Coleman, Irving and Cooper (1999) found that there were no differences in the organisational commitment of employees of different ages. Azeem (2010) supported this view by stating that there is a negative relationship between age and organisational commitment. Padalla (2011) concluded that there is no significant difference between age groups of employees and their organisational commitment. In Felstead's (2010) study based on British data, the organisational commitment of 50 to 60-year-old British employees clearly decreased in the period 1992–2006. The data showed that organisational commitment among the other respondents in the age groups (employees from 20 to 34 years of age and from 35 to 49 years of age) remained largely constant over this period. As a result, it was evident that differences existed between age groups.

A study evaluated the organisational commitment among employes of Islamic Azad University Astara branch. Findings of the study showed that increase or decrease of age does not have any effect on increase or decrease in organisational commitment(Kargar, 2012). An investigation planned to study the organisational commitment amongst staff members of selected non-governmental organisations revealed that, among the age group of the staff, respondents who were 25 to 32 years had the highest mean score of 43,next are the respondents of the older age group with a mean score of 42.91and the younger age group (mean=39.25). The f-value showed that such variation in their commitment is notstatistically significant. These data is an indicationof the fact that the organisational commitment need not vary according to the age of the respondents (Sekhar & Anjaiah, 2002). In view of the variations in the findings of the studies presented above, it is of interest to examine whether age has an effect on the organisational commitment of librarians in Nigeria.

Sex and Organisational Commitment

The general position argued for appears to be that women in employment tend to better committed employees in any organisation than their male colleagues (Cramer, 1993; Mathieu & Zajac, 1990; Harrison & Hubbard, 1998). Khalili and Asmawi (2012) asserted that sex would predict organisational commitment. Loscocco (1990) found that women were more likely to report that they are proud to work for their organisation, and

that they would accept almost any job offered to them in order to remain with their current employer. Also, in a recent comparative study the commitment levels between men and women, in advanced societies, the scale was tilted in favour of women showing them to be more committed to their jobs than men (Esser, 2009). Bull's (2005) study on teachers indicated that there was a statistically significant relationship between sex and organisational commitment.

Several explanations have been offered as to why women seemed to experience to greater commitment than their male employees. Mowday, Porter and Steers (1982) maintain that women generally have to overcome more barriers to attain their positions within organisations. This meant that the effort it required to get a good job translates into higher commitment for female employees". Harrison and Hubbard (1998) similarly argued that women display greater commitment because they have fewerjob offers than their male counterparts.

Some authors are also on the other side of the sex commitment divide. For instance, Mathieu and Zajac (1990) reported that men in employment expressed more organisational commitment than their female colleagues. Similarly, it was found by Coleman and Irving (1997) that the men respondentsshowed higher level of commitment than the women. In a sex-wise distribution of the mean scores of job satisfaction and organisational commitment factors, the male employees' mean score in respect with the overall organisational commitment was higher than that of the female (Padalla, 2011). A significant negative correlation was found between sex and organisational commitment (r = -0.189) at 95% confidence level(Gumbang, Suki & Suki, 2010).

Franzway (2000) identified some barriers to success faced by women who have to manage the complex life of family and a career path. The study of researchers such as Fisher, Boyle and Fulop (2010)have considered the dual role that some women (and indeed men) undertake in balancing family and work commitments. Consequently, it appeared that women weremost times incorrectly perceived as having lower commitment than men when they had to struggle with family life.

On the contrary, researchers like Ngo and Tsang (1998) and Wahn (1998) failed to find a difference in organisational commitment of male and female workers. In

addition, in their study on correctional officers, Savicki, Cooly and Gjesvold (2003) found that men and women did not varyin organisational commitment levels. Also, AI-Ajmi (2006) found that there was no significant difference between sex and organisational commitment in his study. He concluded that men and women have the same level of organisational commitment. Further investigation of the study on sex and organisational commitment also confirmed that men and women have the same level of organisational commitment (Suki & Suki, 2011).Marsden, Kalleberg and Cook (1993) asserted that men and women present similar levels of organisational commitment if they work under equivalent work conditions.

According to the meta-analysis of studiesthat investigated the relevance of organisational commitment and sex, there are no significant difference among men and women whenever organisations treat all staff fairly (Aven, Parker & McEvoy, 1993). Cohen and Lowenberg's (1990) research concluded that there was a weak relationship between sex and organisational commitment.Kargar (2012) is of the opinion thatthere is no statistically significant difference between females and males, in terms of organisational commitment of faculty staff.The influence of sex on organisational commitment remains inconsistent and deserves investigation.

Work Experience and Organisational Commitment

With each passing year every employee becomes more experienced. Irving, Coleman and Meyer (1997) suggested that job experience early in one's career plays a prominent role in the development of commitment. It is assumed that experience at the place of work increases the level of commitment of workers in an organisation. The results from the study of Azeem (2010) indicated that job experience significantly predicted organisational commitment. Other studies like those of Mowday, Porter and Steers (1982); Bull (2005); Suki and Suki (2011) indicated that years of experience has a positive influence on organisational commitment.

One possible reason for the positive relationship between years of work experience and commitment may be found in the reduction of employment opportunities

in recent times and the increase in the self-developmentinvestments employees make that ensures their relevance in the organisation. This is likely to lead to an increase in the individual's psychological attachment to the organisation (Mowday, Porter & Steers, 1982).

With regard to years of work experience, Sekhar and Anjaiah (2002)revealed that respondents that have been working for 3 to 6 years presented the highest mean score of 42.85 than those who had worked for 7 to 14 years (41.10) as well as those who worked for 1 to 2 years (39.16). In other words, it could be said that the commitment is less in the early years of the experience and tends to increase up to 6 years and then gradually reduce after 6 years of experience. One of the reasons is that the management of organisations have tendencies to encourage the younger workers for their aptitude for new skills, knowledge and attitudes (Sekhar & Anjaiah, 2002).

However, researchers such as Kinnear and Sutherland (2000) did not find support for the relationship between organisational commitment and tenure. This is further substantiated by Cramer (1993) who argued that the length of work experience is not associated with the commitment of the employees. The study of Sikorska-Simmons (2005) also did not find any relationship between organisational commitment and length of employment.

Job Satisfaction as a Correlate of Organisational Commitment among Librarians

Job satisfaction is a work attitude that is very important to studies of organisational behaviour. According to Mullins (1999), job satisfaction is more of an attitude than an internal state. He further explained that this attitude is strongly linked with personal feeling of achievement, either in a quantitative or qualitative perspective.

According to Meyer, Stanley, Herscovitch and Topolnytsky (2002), job satisfaction is a determinative of organisational commitment. The main difference between organisational commitment and job satisfaction is that while organisational commitment has more to do with the attitude which an employee has towards his job, job satisfaction on the other hand is how the employeefeeling show or respond towards the

job. It is considered that these two variables are highly inter-related. That means that, while an employee has positive attitudes towards the organisations values and objectives, it is possible for him not to be satisfied with the work he does in the organisation (Çelik, n.d).

Job satisfaction is a response to job-related issues, while commitment is a more global response to an organisation. In the opinion of Feinstein and Vondrasek, (2001) organisational commitment is more consistent than job satisfaction, because, it is believed that it takes a longer time after an employee is satisfied with his/her jobbefore he/she can be said to be committed. Feinstein and Vondrasek (2001) analysed the effects of job satisfaction on organisational commitment among the restaurant employees and the findings proved that satisfaction level would in one way or the other impact their commitment to the organisation. Obi–Nwosu,Joe-Akunne and Oguegbe (2013), presented the summary of multiple regression analysis of job dimensions with organisational commitment. Results indicated that jointly, all the job dimensions accounted for 13% variance in organisational commitment. The findings of their study showed "that only two dimensions (dealing with others and task identity) predicted organisational commitment, whereas other factors such as skill varietydid not predict organisational commitment".

Analysing the level of prediction that job satisfaction has on organisational commitment is particularly crucial because if employees' exhibit different levels of job satisfaction for different facets of their job and then, if job satisfaction can be found to lead to organisational commitment, then employers will likely hire the employee with the higher level of job satisfaction. This is because the employer can expect the more satisfied individual to stay with the organisation. Another reason as to why satisfaction will lead to commitment is that it is perceived that a higher level of job satisfaction may lead to a better family life and a reduction in stress (Cote & Heslin, 2003). The findings of Chughtai and Zafar(2006) revealed that demographic characteristics, significantly explained variance in the organisational commitment of Pakistani university teachers.

Tella, Ayeni and Popoola (2007) found a strong relationship between job satisfaction and organisational commitment among librarians in Nigeria. According to

them job satisfaction is an indication of how well the organisation meets employees expectations. The findings of their study revealed that a correlation exists between perceived job satisfaction, and organisational commitment. In a similar study, Adio and Popoola (2010) investigated the relationship between job satisfaction and career commitment among librarians in federal university libraries in Nigeria. The authors attempted to get an insight into the dissatisfaction of the library users and managers regarding the issues of insufficient funding, lack of promotion and recognition, and poor condition of service. The study showed that job satisfaction as well as the demographic attributes of the respondents has a significant impact on career commitment of the librarians.

Eslami and Gharakhani's (2012) study attempted to understand the effect that job satisfaction had on organisational commitments. They presented the results of regression analysis regarding the effects of job satisfaction on organisational commitments. Their results showed that job satisfaction have positive and significant effects on organisational commitment of employees. A major finding of the study by Igbeneghu and Popoola (2011) is that there is a significant relationship between job satisfaction and organisational commitment of medical records personnel in university teaching hospitals in Nigeria. The implication of their study was that because the medical records staff were satisfied with their jobs, that explained the high degree of commitment they displayed towards their hospitals.

In a similar study by Azeem (2010), it was revealed that there are positive relationships between job satisfaction facets and organisational commitment. The results indicated support for the hypothesis which stated that the different dimensions of job satisfaction will significantly predict organisational commitment at 0.01 and 0.05 level. Pincus (2006) studied nurses in general hospitals. The research revealed that there was a significant positive relationship between job satisfaction and organisational commitment. The study provided support to previous research about the importance of job satisfaction and commitment as regards employee effectiveness and performance. In agreement with the above study, further evidence was also provided by Al-Aameri (2000) that the more

satisfied the employees are the more committed they will be to their organisations, and the more they will be productive and effective in their organisations.

According to Salami (2008), workers who are more satisfied with their jobs are more committed to their organisations. In a study of private sector employees, Warsi, Noor and Sahibzada (2009) showed that overall job satisfaction predicted organisational commitment. They found out that organisations would only need to increase and maintain two variables (work motivation and job satisfaction) to achieve the positive effect on the organisational commitment.Guleryuz, Gumey, Aydin and Asan (2008) in their research proved that there is a significant relationship between job satisfaction and organisational commitment.

In a study carried out by Niehoff (1997) in order to survey the relationship between job satisfaction and organisational commitment among employees at a Catholic Jesuit University found that a significant but small correlation exists between job satisfaction and organisational commitment. There is also the results from authors who have shown that the relationship between job satisfaction and organisational commitment is reciprocal. That is, organisational commitment develops from job satisfaction and in turn influences an employee's decision to remain or leave the organisation. The implication of this result is that job satisfaction and organisational commitment can influence each other. This means people who are relatively satisfied with their jobs are more likely to be committed to their organisation, while people who are committed to their organisation are more likely to experiencegreater satisfaction in their place of work.

However, against popular view, Suki and Suki (2011) discovered that both job satisfaction and organisational commitment were negatively correlated. Also, Luthans (2002) did not gather any evidence that showed any correlation between job satisfaction and organisational commitment. His argumentwas based on the view that although there are many employees who may claim to be satisfied with their jobs, such employees may also dislike the organisation they work for. Curry, Wakefield, Price and Mueller (1986) also found no significant relationship between job satisfaction and organisational commitment.

Demographic Factors and Job Satisfaction as Joint Correlates of Organisational Commitment among Librarians

Very few literature are found on demographic factors and job satisfaction as correlates of organisational commitment. In agreement to this assertion, Xiao and Froese (2008) observed that despite tremendous research effort being devoted to the understanding of the antecedents of organisational commitment, up to date, however, most of the previous research has been primarily conducted in Western developed countries, and less is known about organisational commitment and its correlates in non-Western countries. However, they noted that in countries where the culture is greatly different from that of Western countries, the correlates of organisational commitment may vary from that of Western countries.

Oladejo, Akinpelu, Fagunwa and Morakinyo (2011) stated that there are several variables that are considered vital to organisational commitment because all these factors impact the way the individual feels about his/her job. Oladejo, Akinpelu, Fagunwa and Morakinyo (2011) further maintained that commitment is affected by such factors as demographic characteristics, work experience, leadership-motivation, structural factors and personnel policies. Adebayo and Olowookere (2011) hypothesized that age, educational level, length of service, marital status, sex and self-esteem will significantly independently and jointly predict organisational commitment. The results they presented showed that some of the demographic factors did not have significant independent prediction on perceived organisational commitment among employees in the ministries in Ekiti State. It also revealed that sex and self-esteem had significant independent prediction on perceived organisational commitment among employees. Altogether, the predictor variables of age, educational level, length of service, marital status, sex and self-esteem accounted for about 40% of the total variance in perceived organisational commitment among the staff of the selected ministries. Thus, they partially rejected the hypothesis which stated that age, educational level, length of service, marital status, sex and self-esteem would significantly independently and jointly predict organisational commitment.

Similarly, Akanbi and Itiola (2013) in a recent studyinvestigated the association between job satisfaction and organisational commitment in the area of health in Nigeria. The objectives of this study was to determine whether a series of independent variables had a relationship with organisational commitment and also to establish the significant relationship between supervisory roles, job related stress and organisation commitment. The study found independent variables jointly and independently predicting organisational commitment.

In examining the demographical profiles and psychological factors like age, sex, educational status, experience, job stress, emotional intelligence, motivation and job satisfaction as correlates of career and organisational commitment among prison officers in South-West Nigeria, Animasahun and Oludemi (2013)concluded thatthere is no significant combined contribution of the independent variables (age, sex, qualification, experience, job stress, emotional intelligence, job satisfaction and motivation) to the prediction of career commitment.

One of the foremost studies on the organisational commitment of librarians in Nigeria is the study carried out by Adio and Popoola (2010). Among their objectives, was to investigate if demographic factors and self-efficacy did not significantly influence commitment among librarians in federal university libraries in Nigeria. The results revealed that age, years of library work experience, librarian's status, and self-efficacy were found to significantly influence organisational commitment of librarians. Their study further concluded that librarians in thirteen federal university libraries in Nigeria experienced low commitment (Adio & Popoola, 2010).

To determine the joint and independent prediction of job satisfaction, age, sex and job status on job involvement, Akinbobola (2011) employed multiple regression analysis. The result revealed a significant joint prediction of age, sex, staff status, job satisfaction and pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedure (required rules and procedure), co-workers, nature of work and communication on job involvement. Therefore, the main hypothesis which stated"that jointly and independently job satisfaction, age, sex, and staff status will predict job involvement" was supported by the result.

In another instance, Oladejo, Akinpelu,Fagunwa and Morakinyo (2011) investigated the joint contributions of (job satisfaction, job performance and leadership-motivation) to organisational commitment of workers at the Federal College of Education, Oyo, Nigeria. These variables were found to jointly predict the commitment of the workers. Qureshi, Saleem, Basheer, Salahuddin, Sheikh and Saadat (2012) concluded from their study that there is a joint contribution of job satisfaction, organisational citizenship behaviour, physical environment, job performance and selected demographic factors in organisational commitment. The study found collectively strong significant impact of all variables used in research study on organisational commitment. Taiuwo (2003) found positive relationship between organisational commitment and age, education, experience, and marital status. But among these variables, age, sex, and level of education were found to impact more on organisational commitment

Using multiple regression and t-test, Akpan (2013) revealed the result of the study that both job security and job satisfaction jointly had a significant effect on organisational commitment of university teachers. There was also a significant correlation between the joint predictor variables and organisational commitment. Job satisfaction was revealed to be a more potent predictor of organisational commitment than other independent variables. Salami (2008) also investigated the joint relationships between demographic factors such as age, marital status, sex, job tenure, educational level, emotional intelligence, work-role salience, achievement motivation and job satisfaction to organisational commitment of industrial workers and found that job satisfaction and all demographic factors except sex significantly predicted organisational commitment of the workers.

The inferential statistical tool of multiple regression analysis was used to find out the combined relative contributions of job security and job satisfaction of guest lecturers. The study revealed that job security and job satisfaction do not significantly predict organisational commitment of guest lecturers in Nigeria (Rafeeque, 2015). Igbeneghu and Popoola (2011) hypothesised that a combination of work locus of control and job satisfaction would not have significant joint influences on organisational commitment of medical records personnel in university teaching hospitals in Nigeria. In order to test this

hypothesis, data on work locus of control, job satisfaction and organisational commitment were subjected to a multiple regression analysis with organisational commitment as dependable variable. The hypothesis was rejected, and the study reached the conclusion that the independent variables and job satisfaction jointly had a significant influence on the organisational commitment of medical records employees in University Teaching Hospitals in Nigeria.

Job Satisfaction of Librarians

Definitions of job satisfaction abound in literature. Buitendach and De-Witte (2005) proffered the view that job satisfaction relates to an individual's perceptions and evaluations of a job, and this perception is in turn influenced by his circumstances, including needs, values and expectations. Employees therefore evaluate their jobs on the basis of factors which they perceive is of most importance to them (Sempane, Rieger & Roodt, 2002).

According to Schneider and Snyder (1975), cited in Castro and Martins (2010), "job satisfaction is a personal evaluation of the current conditions of the job or the expectations that arises as a result of having a job(p. 16). Sempane, Rieger and Roodt (2002) in agreement with this definition, stated"that job satisfaction refers to the individual's view and assessment of the job. Sempane, Rieger and Roodt (2002) further stated that job satisfaction is also influenced by the unique or special circumstances such as needs, values and expectations" that the employee experiences. What this means is that jobs are evaluated by employees on the basis of factors that are of importance to them. Although the definitions of job satisfaction are varied, it is generally considered to be an attitude or feelings that one has about one's job that is either positive or negative.

Robbins and Judge (2009) broadly defined job satisfaction as a positive feeling about a job resulting from the evaluationof its characteristics. Similarly, George and Jones (2008) stated that job satisfaction is a collection of feelings and beliefs that people have about their present jobs. Levels or degrees of job satisfaction of employees can range from extreme satisfaction with the job to extreme dissatisfaction with the job. To Kreitner and Kinicki (2007), job satisfaction is basically the extent to which someone feel

like or dislike for his/her job. In addition, it reflects the extent to which people are gratified or get the sense of fulfilment that is expected from their jobs (Griffin & Moorhead, 2007). Chimanikire, Mutandwa, Gadzirayi, Muzondo and Muandwa (2007) perceived job satisfaction as the extent to which an employee expresses a positive orientation towards a job. Wikipedia (2007) noted that job satisfaction describes how contented an individual is with his or her job.

One of the most commonly cited definitions of job satisfaction in literature is Locke's definition of job satisfaction. Locke (1976) defined job satisfaction as a pleasurable or positive emotional state resulting from an assessment of one's job. In the same way, Hackman and Oldham (1975) provided an implicit definition of job satisfaction as the affective reaction that a staff has towards his/her job. To Spector (1997) job satisfaction is believed to be a cluster of evaluative feeling about one's job. Riggo (2000) also believes that job satisfaction is the feeling and attitude one has about his job. He further stressed the fact that all aspects of a particular job, good and bad, positive and negative, are likely to contribute to the development of feelings of satisfaction or dissatisfaction.

In the same vein, Al-Jenaibi (2010) stated that job satisfaction is the sum of an individual's feeling towards the job and the emotional fulfilment that individuals reach at their work. Job satisfaction is the feeling an employee has about his pay, work, promotion opportunities, colleagues and supervisors (Thornton, 2000). It is also seen as the feeling and emotional aspects of individuals' experiences towards their jobs, as different from intellectual or rational aspects (Ward & Sloane, 1999). To Griffin (2005), it is an attitude that show how much an individual is happy by or fulfilled in his or her work. Griffin (2005) went further to state that demographic factors such as an individual's needs and aspirations, determine this attitude along with group and organisational factors, such a relationship with co-workers, supervisors, working conditions, work polices and compensation. The perception that Mullins (2005) has of job satisfaction is that it is more of an attitude or an internal state and it could be associated with personal feelings of achievement (qualitative or quantitative). It is observed that these various definitions

have one thing in common, they all indicate that job satisfaction has to do with an individual's emotional reactions and feelings about his job.

There are authors who do not agree with the fact that job satisfaction deals only with the emotional feelings of employees. Weiss (2002) argues that job satisfaction is not an affective reaction, but an attitude that is an evaluative judgment involving objects. Based on his argument, Weiss (2002) defined job satisfaction as a positive or negative evaluative judgment an employee makes about his/her job position. In agreement with Weiss (2002), Llies and Judge (2004) remarked that job satisfaction is also an attitudinal concept reflecting the evaluation about one's job, as well as an emotional reaction to it. A comparison of the actual with the desired or deserved outcomes leads to a reaction towards the job, which is called job satisfaction (Madamba & De Jong, 1997 cited by Kochar, 2008).

Herzberg (1968) defines job satisfaction as the favourable viewpoint of the worker towards the work role he presently occupies. Furthermore, Nianto (n.d) takes the concept of job satisfaction differently, and describes it as the evaluation of one's job and the employing organisation as contributing suitably to the attainment of one's personal objectives. Also, The European Foundation for the Improvement of Living and Working Conditions (2007 p.1) defines "job satisfaction as simply how people feel about the work that they do and different aspects of that job". It is also the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 2000).

As it relates to librarians, research indicates that job satisfaction involves the opportunity to perform a variety of different tasks and to make a difference in the community (university environment) (Topper, 2008). An academic librarian's job satisfaction is often tied to the nature of involvement with the educative mission of his or her institution, specifically as far as the librarian can help support curricular and instructional goals and objectives (Meringolo, 2006). Again, Ramayah, Muhamad and Tadisina (2001) observed that job satisfaction has to do with a combination of psychological, physiological and environmental circumstances that cause a staff to say I am satisfied with my job. The simplest way to describe job satisfaction is that it is what

makes people want to come to work, what makes them happy about their jobs and not to quit their jobs (Ramayah, Muhamad &Tadisina, 2001).

An alternative approach to understanding job satisfaction is that which was proposed by Sousa-Poza and Sousa-Poza (2000). It was based on the assumption that there are basic and universal human needs, and that if an individual's needs are fulfilled in their current situation, then that individual will be happy. Sousa-Poza and Sousa-Poza (2000) also postulated that job satisfaction depends on the employee's balance between work-role input which has to do with issues such as education, working time, effort and work-role output, which include, wages, fringe benefits, status, working conditions and other intrinsic aspects of the job. Cherrington (1994) identified two aspects of understanding the concept of job satisfaction; the facet satisfaction and overall satisfaction.

Facet satisfaction has to do with the tendency of an employee to be more or less satisfied with various aspects of the job. Furthermore, Cherrington (1994) stated that the facets satisfactionhas to dowith theemployee's perception about issues such as salary, the work that the employee does everyday (whether it is challenging, stimulating and attractive) as well as if the employee is competent in his job. On the other hand, overall satisfaction has to do with the general internal feelings of satisfaction or dissatisfaction within the employee. Positive experiences in terms of friendly colleagues, good remuneration, comfortable working environments and attractive jobs create a positive internal state. Negative experiences resulting from low pay, boring jobs and criticism create a negative internal state within the employee. Therefore, the feeling of overall satisfaction is a holistic feeling that is definitely reliant on the intensity and frequency of positive experiences (Cherrington, 1994).

It has also been argued that job satisfaction may also be an effect of emotions, moods, or personality traits (Mount, Ilies & Johnson, 2006; Saari & Judge, 2004). Some researches indicated that positive emotional experiences and generally good moods tend to increase job satisfaction while, perhaps intuitively, poor moods and repeated negative emotional experiences tend to inhibit job satisfaction (Fisher, 2000). Furthermore, there is some evidence suggesting that job satisfaction is positively correlated with life

satisfaction, specifically, the more one is satisfied with life generally, the greater the probability he or she will be satisfied with his or her job (Bernstein, 2009).

In all, there are different factors or facets that affect job satisfaction. As Nianto (n.d) noted, an individual may experience satisfaction with aspect of the job and at the same time experience dissatisfied with another aspect of the job. It is possible for individuals to balance these different facets, balancing specific satisfaction areas with specific disaffection areas, and thus arriving at a composite satisfaction with the job as a whole (Nianto, n.d).

It is believed that job satisfaction is directly related to organisational commitment, however, it is necessary to examine it against one of the most popular measurement instruments of job satisfaction, the Minnesota Satisfaction Questionnaire (MSQ). The MSQ is one of the most frequently used instruments for measuring job satisfaction of workers in non-profit and human service organisations (Leser & Bishop, 2000). It was designed by Weiss, Dawis, England and Lofquist in 1967 to measure employees' satisfaction with their jobs (Evans, 2011). The MSQ makes it possible to obtain data that presents an individualised picture of an employee's level of job satisfaction, it also provides an accurate measurement of job satisfaction for different groups of individuals on numerous workplace factors, including library employees (University of Minnesota, 1977). The value of the MSQ is in its ability to accurately measure job satisfaction and identify specific factors that impact performance and human behaviour in the workplace. It is easy to use, easy to understand, valid, reliable and applicable to any organisation (Evans, 2011).

To further understand the concept of job satisfaction, there is the need to know that various factors can influence it. According to Al Jenaibi (2010), job satisfaction has multiple dimensions and sides, it is influenced by different factors; some of which are related to work that employees do, while others are connected to the group of people an individual works with and surrounding work environment. Buitendach and De Witte (2005) believe that these factors can be divided into two distinct dimensions, namely extrinsic and intrinsic. Extrinsic dimensions make up part of the job situation, which are influenced by many other factors some of which are beyond the employee's control.

Examples of such factors are the work that employees do, salary, opportunities for promotion, working environment, supervision and colleagues. While, intrinsic dimensions are more self-based and a direct result of the employee's performance. Lawler (1976) avers that intrinsic dimensions satisfy higher-order needs; for example, feelings of accomplishment and achievement and the satisfaction of utilising one's skills and abilities. Robbins, Odendaal and Roodt (2003) pointed out that these intrinsic factors, such as advancement, recognition, responsibility and achievement, appear to be related to job satisfaction. Furnham (1992) was able to categorise factors that can have an effect on job satisfaction into three dimensions. These are:

i.   Organisational policies and procedures that have to do with the nature of the remuneration package, supervision, decision making practices and perception of the quality of the supervision by supervisors within the organisation.

ii.   Aspects of the total amount of work assigned to employees, the variety of skills applied, autonomy, feedback and the physical nature of the working environment within the organisation.

iii.   Personal facets such as self-image, ability to deal with stress and general satisfaction with life.

Locke (1976), cited in Sempane, Rieger and Roodt(2002), presented a summary of job dimensions that contribute significantly to employees' job satisfaction. The dimensions are work, pay, promotion, work environment, and co-workers. Schroder (2008) also pointed out that Herzberg showed the different dimensions of job satisfaction by categorising them as intrinsic and extrinsic factors. According to s the dimensions include, company policy administration, supervision, relationships with supervisor, peers and subordinates, work environment, salary and benefits, personal life, status and job security.

Al Jenaibi (2010) stated thatdetermining the factors that create job satisfaction in non-profit work environment relies upon seven dimensions: work, supervision, the organisation and its management, promotion opportunities, pay and other financial benefits, coworkers and working conditions.In their study involving faculty staff from

three private universities in Malaysia, Santhapparaj and Alam (2005) observed that wage, frequency of promotion, working environment and support for research have positive and significant correlation with job satisfaction of the faculty staff. Similarly, "benefits and support of teaching have negative effect, and female faculty members were more satisfied than their male counterparts". In a study carried out to determine the relationship between incentives, rewards and recognition on employee motivation and job satisfaction of two hundred and nineteen academic employees of Hue University in Vietnam, Nguyen, Hoang and Nguyen (2013) presented results which showed a significantly positive correlation between reward/renumerationand recognition, satisfaction with supervision and the job characteristics, with job satisfaction.

As one of the aspects of job satisfaction, the work performed by employees holds a significant place in the discussionof job satisfaction. Much of the research investigating job satisfaction suggests that feelings of satisfaction with one's job or work is related to the work tasks the employee is assigned to do (Balzer, Kihm, Smith, Irwin, Bachiochi, Robie, Sinar & Parra, 1997). The research completed by Balzer et al (1997) on work tasks of employees, suggested that satisfaction with one's work is the greatest predictor of overall job satisfaction. Furthermore, it is believed that the aspect of workremains the greatest correlate of job satisfaction.

The different departments within the library where a librarian works, might affect his/her level of satisfaction with the job. According to Luthans (1992), "employees get satisfaction from any work task that is interesting, stimulating and challenging and a job that provides them with status in the society"(p. 115). Landy (1989) advocated that a job that an employee finds interesting is likely to contribute to job satisfaction. Similarly, Eby, Freeman, Rush and Lance (1999) suggested that a variety of tasks may encourage job satisfaction among employees. This is based on the view that skill variety has strong effects on job satisfaction, implying that the greater the variety of skills that employees are able to utilise in their jobs, the higher their level of satisfaction (Ting, 1997). Sharma and Bhaskar (1991) postulated that the single most important influence on an employee's job satisfaction experience comes from the nature of the work assigned to him/her by the organisation. They stressed that if the job entails adequate variety, challenge, discretion

and scope for using one's own abilities and skills, the employee doing the job is likely to experience job satisfaction.

Lynch and Verdin (1987) examined job satisfaction among specific library units and occupational groups. Job satisfaction scored the highest among academic librarians, departmental heads and reference department staff. Also Chwe (1978) found that cataloguers and reference librarians showed no significant difference in overall satisfaction. However, cataloguers were least satisfied with dimensions of creativity and social service when compared to their counterparts in other departments in the library. Dissatisfaction with creativity was also reported among Nigerian cataloguers (Alao, 1997). In a recent investigation by Oluchi and Ozioko (2014)onthe level of job satisfaction among librarians in academic libraries in Niger State of Nigeria. Theresults revealed that there was a commendable level of job satisfaction among the librarians; the result also showed that health issues were not correlates for retrenchment, and the librarians do not resort to lateness to work or abandoning their duty posts when they are not satisfied.

D'Elia (1989) reported no significant difference in the job satisfaction between readers' service and technical services academic librarians. Cataloguers and circulation librarians were found to have the highest level of job satisfaction (69.2%) when compared to librarians working in other units in the library (Bloom & McCawley, 1993). Leysen and Boydston (2009) carried out a study to investigate how satisfied academic cataloguers were with their jobs. Their study concluded that librarians working in the cataloguing department were very satisfied with their jobs, because they felt that their jobs were important to the successful service delivery of the library. Khan and Ahmed (2013) studied the job satisfaction of librarians working in public universities of Khyber Pakhtunkhwa in Pakistan. "Their result shows that although the librarians working in these institutions were slightly satisfied with the nature of work tasks they are assigned to do, they were not satisfied with library supervision, benefits and opportunities for promotion". Among recommendations suggested by the researchers to improve the job satisfaction of librarians are revision of service structure, promotion policies, improvement in academic qualification and advanced training. Also, Maithili and

Navaneethakrishnan (2014) investigated job satisfaction among teacher librarians in Sri Lanka. Their study revealed that 50% of them were dissatisfied with their work. Using the Minnesota Satisfaction Questionnaire (MSQ), Parmer and East (1993) measured job satisfaction among paraprofessionals in Ohio academic libraries. They found that readers' service librarians were more satisfied than those in technical service areas.

Pay is of importance in the discussion of the aspects of job satisfaction. It is the amount of financial compensation that an employee receives for a job done as well as the extent to which such compensation is seen to be equal to the job. Money, commonly referred to as salary, wage, earnings or incentive is a vital part of any employee's life (Osakwe, 2003). According to Luthans (1998), salaries do not only assist people to meet up with their basic needs, it is also a means of satisfying the higher level needs of people. Older studies in this area such as the one carried out by Voydanoff (1980) has revealed that pay is one of the most importantvariables when explaining job satisfaction. In their study of managers, Taylor and West (1992) found that the level of an individual's pay has an impact on their job satisfaction. Parmer and East (1993) also conducted a job satisfaction survey among support staff in twelve Ohio libraries and found that the workers considered themselves basically satisfied. However, they were found to be strongly satisfied in the area of pay.

Eva (2009) rated salary as one of the most satisfying aspects of law librarians' jobs. When asked if they felt they were adequately compensated for their job, 58.3% of the law librarians answered "yes", while, 30.2% indicated that they were not adequately compensated, and 11.6% were undecided. Furthermore, Eva (2009) compared salary satisfaction to overall job satisfaction, and it appeared that the majority of library workers were satisfied with their salaries. Esakkimuthu and Vellaichamy (2015) carried out a study on library professionals in engineering institutions. It was revealed that only half of the library professionals (51.63%) were satisfied with the salary being paid in relation to the educational qualifications, while forty eight (48%) of the respondents were dissatisfied with the salary being offered to them in relation to their qualifications. This implies that the felt that they were not adequately compensated in relation to their level of educational qualification.

Among other issues that Brown, Gardner, Oswald and Qian (2008) sought to investigate, was if job satisfaction depended upon the salary level of an employee. In both the full and restricted samples, it was clear that there is a statistically significant effect of pay on job satisfaction. The study found quite a strong evidence for a relative-wage effect upon job satisfaction. According to Boone and Kuntz (1992), offering to pay employees fair and reasonable renumeration, which is relative to the work input that the employees offers the organisation, is the main objective of the compensation system in any organisation. Included in the category of compensation which might not really involve physical cash are such items as medical aid schemes, pension schemes, special staff bonuses, vacations with payand travel allowances. Lambert, Hogan, Barton and Lubbock (2001) observed that financial rewards have a significant correlation with job satisfaction of employees. Such findings are largely consistent with the idea that most employees are socialised in a society where money, benefits and security are generally sought after and are often used to gauge the importance or the worth of a person. Thus, the greater the financial reward, the less likely the employees will worry concerning their financial state, thereby increasing the impression of their self-esteem to the organisation. According to Robbins, Odendaal & Roodt (2003), employees seek pay systems that are perceived as just, unambiguous and in line with their expectations. When employees perceive that pay is as equitable and commensurate with job demands, individual skill level, and community pay standards, this usually results in job satisfaction of employees. Gunter and Furnham (1996) in their own study found employee perceptions concerning the equity with which the organisation rewards its employees to be better correlates of job satisfaction than is the case with sex, age, or actual salary.

McElroy (2001) stated that providing high compensation could lead to higher organisational commitment through a variety of reasons. First, it allows the organisations to attract a larger pool of applicants from which to selectively recruit. Second, high compensation serves as an indication of how much an organisation values its people, thereby enhancing their self-worth and feelings of importance. Third, linkingfinancial compensation to performance motivates the employees to exert more effort on behalf of

the organisation. Hence, high financial compensation is predicted to lead to increased levels of organisational commitment among employees(Chughtai & Zafar, 2006).

In a similar study, Adeniji (2011) investigated the issues of pay and job satisfaction among academic staff of selected private universities in South-West zone of Nigeria. The responses showed that the respondents were not satisfied with the totality of their salary package. They submitted that if they get a better option, they are willing to leave the organisation immediately. Other studies done on the impact of salary and satisfaction (or the lack of it) for librarians include the study by Odunlade (2012), who conducted a study on the relationship between job satisfaction and pay and benefits among the academic librarians; the study revealed a positive relationship between the two, as about two-thirds of the respondents expressed their satisfaction with the amount of salary they receive. On the other hand, there are studies that have also brought to the fore the aspect of low salary and low job satisfaction. For instance, studies of Albanese (2008), Lim (2007), Marjanja and Kiplang (2003) and Abifarin (1997). Albanese (2008) reported that almost half of the respondents considered their pay package as the primary cause of their dissatisfaction. However, contrary to the findings in the studies mentioned above, a key feature of the study of McGinn (2003) is that the salary does not impact job satisfaction or job dissatisfaction among the library staff.

The issue of promotion has also received attention in the literature of job satisfaction. Every librarian wants to be able to grow in their chosen career paths, and growing means being able to be promoted as at when due. That makes promotion one of the important sources of job satisfaction for all categories of employees (Locke, 1976). Heery and Noon (2001) have defined promotion as "the act of lifting an employee up in an organisation's hierarchy, most often leading to an increase in responsibility, status and a better remuneration package"(p. 56). Grobler, Warnich, Carrell, Elbert and Hatfield (2002) also define promotion as the reassigning of an employee to a higher-level job. Graham (1986), cited inLuddy (2005), defined promotion as a move of an employee to a job within the company which has greater importance and usually higher pay. Drafke and Kossen (2002 p. 69) postulated that many employees experience job satisfaction when they believe that their future prospects of growing within the organisationare good. This

may translate into opportunities for advancement and growth in their current workplace, or improve the chance of getting alternative employment. Drafke and Kossen (2002) insist that if people feel they have limited opportunities for career advancement, their job satisfaction may decrease. According to McCormick and Ilgen (1985), "employees' satisfaction with opportunities for promotion will depend on a number of factors, such as, the probability that employees will be promoted, as well as the basis and the fairness of such promotions"(p. 243).

Policies and practices concerning the movement of employees, particularly upward movement, once they are in the organisation might also affect their commitment (Chughtai & Zafar, 2006). For example, Gaertner and Nollen (1989) found that organisational commitment was higher among employees who had just been promoted" and that it was also positively related to "employees' belief that the company had a policy of promoting from within. Such a policy according to Chughtai & Zafar (2006) might be perceived by employees as evidence of organisational support, which in turn instills a greater commitment to the organisation.

An observation by Kosteas (2011) indicated thatwhile several studies have investigated the determinants of job satisfaction, very little attention has been given to the role of promotion to job satisfaction of librarians. According to Osakwe (2003), one of the ways of making a worker satisfied with the job is by ensuring regular promotion and enriching the work itself. Osakwe (2003) further stated that promotion brings with it not just salary but a mark of recognition of the individual's performance. Consequently, in order to justify this recognition, the employee promoted puts in more effort in his work. Promotion is said to put more life in the individual and activates his knowledge and his skills (Osakwe, 2003). Locke (1976) remarks that promotion based on merit or ability to do the job is one way of increasing a sense of fairness or equity to employees, which is likely to correlate with job satisfaction of employees. Explaining the concept of promotion further, Lim (2008) stressed that employees who perceive more promotion opportunities due to their ability to do their jobs may experience higher levels of satisfaction with their work.

Osakwe (2003) believes that employees are promoted based on specific criteria from one rank to another with greater wages, power and status. Agreeing to this notion, Murry (1999) stated that because of the academic status of librarians, it is easy to advance from Assistant Librarians to University or Chief Librarians over time. Kaya (1995)found that one of the dimensions university librarians in Ankara were not satisfied with was promotion. In 1993, the National Universities Commission (NUC) released a directive "that all librarians in universities be given academic status in appointment and promotions" (Ochai, 1998). Onowhakpor and Tiemo (2006) noted that when the directive took effect, librarians began to enjoy the basic privileges that had been reserved for teaching faculty. Such privileges included study leave with pay, academic salary scale, extended retirement age, conference attendance, research grants and sabbatical leave.

Prien, Pitts and Kamery (2004) in a study conducted to assess the effect of promotion on academics, showed that promotion and support of research was positively related to job satisfaction. Another study also provided supporting evidence by showing that promotion is one of the most influential factors affecting the job satisfaction of teachers (Sharma & Jyoti, 2006). Lim (2008) surveyed library and information technology workers' job satisfaction and how they perceive their promotion criteria. The study showed that Information Technology workers who feltat advantage regarding their promotion because of their technical expertise were more satisfied with their jobs than those workers who felt they did not possess such technical expertise. In Horowitz's (2007) study of the impact of publication on job satisfaction of librarians, he discovered that librarians embrace publishing as one of the promotion criteria and that publishing brings about job satisfaction. An interesting aspect of their finding was that although the effect of higher status is positive, older academics report lower levels of job satisfaction with promotion prospects. Those who achieve promotion report higher levels of job satisfaction, but those that cannot meet their promotion criteria and cannot get promotion to their ultimate ranks express lower job satisfaction with promotions. This is probably because as academics get older, the strength and stamina required in meeting promotion criteria becomes reduced and promotion can get out of reach.

Research by Danish and Usman (2010) found a positive significant relationship between opportunities for promotion and job satisfaction of employees. Wan, Sulaiman, and Omar (2012) argued that employees that perceived that the promotion decisions of their organisations are fair to them are more likely to be satisfied with the organisation, and subsequently they will be less likely to habour intentions of leaving the organisation. Danish and Usman (2010) went further to state that many lecturers will consider leaving the institutions where they work, if they do not have equal promotion opportunities as offered by other organisations, particularly young lecturers who are looking for more work experiences from various institutions before deciding to remain with a particular institution. As the study of Khalid and Irshad (2010) indicated, academics in private universities were more satisfied with their promotion opportunities, salaries and supervision than the academics in public universities. Also, in a study of academic librarians in Delta State University Library, it was also concluded that the librarians are not satisfied with the criteria for promotion (Onowhakpor & Tiemo, 2006). Khan and Ahmed (2013) studied the job satisfaction of library professionals in Pakistan. The result shows that librarians were dissatisfied with supervision, salaries and benefits as well as promotion. Using the Job Satisfaction Survey (JSS), Voelck's (1995) study among support staff in Michigan academic libraries found that librarians were dissatisfied with promotion and other related rewards.

Another important aspect of job satisfaction is job supervision. According to Adebayo and Ogunsina (2011 p.16), "supervision behaviour has become the impeding scourge to the development and success of organisations". Supervision involves technical knowledge, human relation, skill and co-ordination of work activities. It is an act of co-ordination, directing and correcting the work behaviour of others in an organisation (Gowda, 2009). In other words supervision involves employees relation with management, authority's competencies and nature of handling the subordinates. Bull (2005) stated that the quality of the kind of supervisor-subordinate relationship will have a significant, positive influence on the employee's overall level of job satisfaction if it is properly utilised. Parmer and East's (1993) study on support staff in twelve Ohio libraries

used the JSS as its basis. The study found that the support library staff considered themselves satisfied in the aspect of work supervision.

Among nine aspects of job satisfaction, three ranked high than others i.e. Co-workers, supervision and nature of work. In a similar study, Haward and Frink (1996) found that supervisors' behaviour, relationship with co-workers are positively related to job satisfaction. Togia (2004) assessed six dimensions of job satisfaction: working conditions, pay, promotion, work, supervision, and organisation as a whole. Greek academic librarians were found to be most satisfied with supervision, Muhammad and Akhter's (2010) research was designed to investigate the relationship of the workers' salary, opportunities for promotion and supervision with job satisfaction. In order to measure the workers' satisfaction towards salary, promotion, and supervision system, the Bengali version of Job Description Index was applied as well as to measure their job satisfaction. Muhammad and Akhter's (2010) hypothesised that satisfaction with supervision leads to more job satisfaction. The result indicated that the correlation co-efficient of supervision and job satisfaction is significant at 0.05level, which establishes that when a supervisordisplays positive behaviour to his subordinates, it translates to employees' job satisfaction. Sultana and Begum (2012) studied twenty job facets and supervision was one of them. Supervision- employee relation was found to be significant to job satisfaction. Other studies have found contrary results. For instance, Kaya (1995) found that university librarians in Ankara were not satisfied with supervision in the libraries. Khan and Ahmed (2013) in an analysis of data on librarians, show that most of the respondents answered disagree slightly with nature of work, supervision and 'cognitive reward' provided to them by their institutes.

As employees spend a large portion of their lives at work, inter-personal relationships and friendships between and among employees at work are often formed. There is empirical evidence that co-worker relations can have an effect on the overall job satisfaction of an employee (Morrison, 2004). Mowday and Sutton (1993), suggested that job satisfaction impacts employees' interaction with others at work. An employee's level of job satisfaction might be a function of demographic factors and the characteristics of the organisation which he or she works. The kind of relationships that exist between co-

workers and their supervisors are important. Some studies havepointed to the fact that the better the relationship, the higher the level of job satisfaction (Wharton & Baron, 1991).

Luthans (1998) is of the opinion that any work environment characterised by co-operation, friendships and understanding amongst their members tend to influence the level of job satisfaction or dissatisfaction. When cooperation is evident within a group of employees, it usually leads to effectiveness within the group and the carrying out a task becomes more enjoyable. However, if the work environment is characterised with constantquarreling and colleagues who are difficult to work with, this may have a negative impact on job satisfaction. According to Hodson (1997), "such social relationshipsmake up an important part of the social climate within the workplace and provide an environment with which employees can experience meaning and identity"(p. 226). In a similar instance, Riordan and Griffeth (1995) surveyed the impact that friendship has on workplace; their results indicated"that employees who had opportunities for friendshipexperiencedincreased job satisfaction, organisational commitment, and a significant decrease in intention to leave the organisation".

Rath (2006) reported in a survey that "slightly over half (51%) of those who responded that they have a best friend at their work, were found to work with passion and experience a profound commitment to the company", compared with only 10% of those who indicated that they had no best friend. Also, 75% of the respondents who had a close at work entertained plans of continuing to work with the company for longer than one year, when compared with the 51% of staff who did not have close friends. Similarly, researchers have continued to report that friendship with coworkers positively affects employees' work-related attitudes and behaviours which, in turn, enhance organisational commitment (Hamilton, 2007). Employees who were satisfied with their co-workers were also more likely to be satisfied with their jobs (Sias & Cahill, 1998), and friendly colleagues are positively related to job satisfaction (Morrison, 2004). Langston (1994) also affirmed that friendship at work can lead to job satisfaction through increasing opportunities for inter-personal capitalisation, the process of sharing and celebrating positive news with others. Research from Lindorff (2001) shows that support from coworkers is good for specific problems and can relieve work stress. Harmer and Findlay

(2005) investigated the effect of co-worker satisfaction on overall job satisfaction. Using Pearson's correlation co-efficient, the results concluded that the quality of co-workers significantly and positively impacted the overall job satisfaction of employees. Parmer and East (1993) used the Minnesota Satisfaction Questionnaire (MSQ) to collect data from a sample of para-professional librarians in academic libraries in Ohio State; co-workers ranked high as satisfying job dimension.

Presenting opposing arguments, Luthans (1992) contends that friendliness with colleaguesare not essential to ensure job satisfaction in an organisation, but that in the presence of extremely strained and bitter relationships, job satisfaction is drastically reduced. Nevertheless, the growing body of literature on the subject seems to indicate that co-worker relationshipsin organisations are becoming more important especially in "determining"job satisfaction among employees (Hodson, 1997).

Vischer (2008) asserted that another important influence on job satisfaction results from physical features of the work environment. Clements-Croome (2000) stated that evidences are accumulating on how the physical environment in which people work affects both job performance and job satisfaction. Citing Clark and Osward (1996), Al Jenabi (2010) pointed out that satisfaction with work is the sum of social, physiological and environmental circumstance that makes an individual pleased about his work. While discussing the work values of librarians, Burd (2003) observed that some librarians are concerned with the internal environment of the library they work. It is therefore of interest to investigate how environmental conditions contribute to the job satisfaction of librarians.

According to Luthans (1998), "good working environments such as clean, attractive surroundings, enable employees to perform their tasks smoothly which in turn impact positively on organisational commitment"(p. 165). With modernisation, tasks carried out by employees are increasingly complicated and complex requiring modern office buildings and increased dependenceon information technology. Hence, researchers in the field of environmental psychology have developed ways of measuring how the physical environment influences employees' needs. For instance, an environmental comfort model states that a work environment either supports the tasks and activities that

are being performed there (comfortable condition), or it fails to support them and in fact slows them down (uncomfortable condition and cause of stress) (Kamal & Sengupta, 2008-09). Osakwe (2003) also averred that the environment in which people work has tremendous effect on their level of pride for themselves and the work they are doing.

It is believed that sometimes, even a good chair can make huge difference to the satisfaction level of employees (Vischer, 2008). Among other things, sufficient space provided to the employees for working also come under working conditions. Cramped-up space suffocates the worker, flouts his privacy and suppresses his creativity. Similarly, too much spaced offices poses the problem of communication gap (Kamal & Sengupta, 2008-09). Bull (2005) maintains that working conditions are only likely to have an impact on satisfaction with the job when, for example, the working conditions are either extremely good or extremely poor. Bakotić and Babić (2013) presented results of employees work environment, which revealed that the workers who work in offices with air conditioners reported higher level of job satisfaction than workers who worked in offices with fans.

Danielsson (2005) observed that employees often spend more than 40 hours per week at work in offices; as such, the office environment exerts a significant impact on the daily life of employees. Investigators have demonstrated that the perceived quality of the physical environment affects job perceptions, attitude, and job satisfaction in the daily life of employees (Lee & Brand, 2005). WinemanandAdhya (2007) applied regression analysis to explore the contributions of a physical layout measure and a psychosocial scale measure to the prediction of workers' overall job satisfaction. The analyses provided strong evidence of the influence of the scale measure of perceived privacy, interaction support, sense of community and autonomy on overall job satisfaction. Danielsson (2005) also focused on differences in job satisfaction in relation to environmental factors. The results from the study indicated that there may be a correlation between office environment and health, well-being and job satisfaction that needs to be investigated further. Improved knowledge in this field of research could lead to important gains at an individual, organisational and societal level.

Again, Nattar (2010) reported the findings of a survey of academic librarians' satisfaction with their library employment. Among the dimensions Nattar (2010) studied was the quality of office furnishings and general library environment. Here, only 14% of the librarians sampled were dissatisfied with the quality of their office furnishings and general comfort in their library. Aderinto and Obadare (2009) questioned respondents on the effect their working environment had on their job satisfaction. Fifty percent indicated that the environmental condition in the library gave them low job satisfaction towards their work. This assertion is corroborated by Gonipati (2003) who, while commenting on conditions of library environment, stated that delays in book processing could be as a result of unconducive working environment.

Eva (2009) asserted that satisfaction with library environmental conditions is connected with library type. Librarians within private law firms recorded a high level of satisfaction with their work environment. Specifically, 92.3% found their workplace environment pleasant. The researchers assumed that this could be due to the fact that most law firms have enough money to spend on physical space and furnishings as well as the means of providing employees with comfortable office spaces. On the contrary however, Badawi (2006) stated that only 23.1% of academic librarians reported satisfaction with their workplace environment. Also, the result of a study conducted in Ankara by Kaya (1995) where he reported that librarians were not satisfied with their physical working environment.

So far, it is obvious that most authors agree that an increase in the availability of modern facilities such as computers, working tools comfortable offices and air conditioners can increase the possibility of job satisfaction. In agreement with the above, Salmond (2006) observed that the environment within which employees operate, determines their satisfaction. Luthans (1998) stated that "if people work in a clean environment they will find it easier to come to work"(p. 143). If the opposite should happen, they will find it difficult to accomplish tasks. In a study of teacher librarians, Maithili and Navaneethakrishnan (2014) found that only 20% of the respondents were satisfied with their working environment and only 10% indicated satisfaction with the library's facilities.

Appraisal of the Reviewed Literature

The literature reviewed has established that organisational commitment is a belief in and acceptance of an organisation's goals and values; the strength of an employee's identification with, and involvement in the achievement of the goals of a particular organisation and a strong desire to maintain membership in the organisation. The three-component model of organisational commitment model by Meyer and Allen (1997) was explained in the literature. The affective, continuance and normative dimensions of the model was used to explain the types of commitment dimensions that can exist between an employee and his organisation, in this case the library. The model also illustrated the differences that exist between each of these dimensions of organisational commitment.

In this study, literature relating to job satisfaction and demographic factors as correlates of organisational commitment were also reviewed. Most of the literature reviewed on job satisfaction as a predictor of organisational commitment were studies done in other disciplines and the ones done in Nigeria were carried out in other states. The literature on educational qualification, age, sex and years of work experience shows that there are disparities in the conclusions from different authors. While some studies submit that these demographic factors can predict organisational commitment, other studies argue that these demographic variables have no effect on organisational commitment.

Literature on the joint prediction of job satisfaction and demographic factors on organisational commitment were few. Most of these studies found joint and independent predictions of organisational commitment among the employees. However, it is noted that a good percentage of the literature reviewed included respondents from differentcareers and organisations. The few studies on the organisational commitment of librarians have been very limited in scope and do not focus on job satisfaction and demographic factors (educational qualifications, age, sex and work experience) as correlates of organisational commitment among librarians in the South Southzone of Nigeria. Among the literature reviewed, none was found to have appliedthe Three-Component Model of organisational commitment (TCM) on which the conceptual

framework for this study is based, to measure the organisatioanl commitment level of librarians in the South Southzone of Nigeria.Also, among the literature reviewed, none was found to have used a combination of the Minnesota Satisfaction Questionnaire (MSQ) and the Organisational Commitment Questionnaire (OCQ) to carry out a survey on librarians. This study will therefore fill this research gap.

CHAPTER THREE

RESEARCH METHODS AND PROCEDURES

This chapter focuses on the methods that are employed in carrying out the study. It is organised under the following sub headings:

Research Design

Population of the Study

Sample and Sampling Technique

Research Instrument

Validity of the Research Instrument

Reliability of the Research Instrument

Method of Data Collection

Method of Data Analysis

Research Design

The research design for this study is correlational research design. According to Waters (2015), a correlational study is a quantitative method of research that enables the researcher to measure the relationship between two or more quantitative variables from the same group of subjects. It also yields information on the degree of the relationships between the variables under study. This design was adopted to enable the researcher investigate the current status of demographic factors (educational qualification, age, sex and work experience) and job satisfaction as correlates of organisational commitment among librarians in university libraries in the South Southzone of Nigeria.

Population of the Study

The population of the study is two hundred and seventy eight (278) librariansdrawn from twenty-three (23) state, federal and private university libraries in the South Southzone of Nigeria. The breakdown of the population of the librarians is shown in Table 1.

Table 1: Population of Libraians in South South zone of Nigeria

S/N	University Libraries	No of Librarians
1.	John Harris Library, University of Benin, Benin City	22
2.	Ambrose Alli University Library, Ekpoma	31
3.	Delta State University, Abraka	15
4.	Federal University Library, Utueke	17
5.	University of Calabar Library, Calabar	19
6.	University of Port Harcourt Library, Port Harcourt	18
7.	River State University of Science and Technology Library, Port Harcourt	11
8.	Cross River University of Technology Library, Calabar	22
9.	University of Uyo Library, Uyo	17
10.	Akwa Ibom State University Library, Akwa Ibom	2
11.	Niger Delta University Library, Wilberforce Island	17

12.	Federal University of Petroleum Resources Library, Ogbomro	9
13.	Ignatus Ajuru University of Education Library, Port-Harcourt	10
14.	Obong University Library, Obong Ntak, Akwa Ibom	4
15.	Igbinedion University Library, Okada,	9
16.	Benson Idahosa University Library, Benin City	11
17.	Novena University Library, Ogume	4
18.	Tansian University Library, Umunya,	8
19.	Western Delta University Library, Oghara	6
20.	Samuel Adegboyega University Library, Ogwa,	4
21.	Michael and Cecilia Ibru University Library, whrode,	11
22.	Ritman University Library, Ikot Ekpene,	4
23.	Edwin Clark University Library, Kiagbodo,	7
Total		278

Source: Offices of the University Librarians in the various Universities

Sample and Sampling Techniques

The sample size of the study is two hundred and thirty six (236) librarians from fourteen (14) federal and state university libraries. The purposive sampling technique was employed to select all the federal and state university libraries for the study. The reason for using the fourteen (14) state and federal university libraries was because, the promotion and salary standards for state and federal universities are similar, hence the decision to exclude private university libraries from the study. The total enumeration sampling technique was then used to cover all the librarians working in federal and state university libraries in the South Southzone of Nigeria. This is because of the number of librarians is not large and it will help to eliminate sampling errors. The breakdown of the sample sizeis shown in Table 2.

Table 2: Sample Size of the Study

S/N	University Libraries	No of Librarians
1.	John Harris Library, University of Benin, Benin City	34
2.	Ambrose Alli University Library, Ekpoma	41
3.	Delta State University, Abraka	15
4.	Federal University Library, Utueke	17
5.	University of Calabar Library, Calabar	19
6.	University of Port Harcourt Library, Port Harcourt	18
7.	River State University of Science and Technology Library, Port Harcourt	11
8.	Cross River University of Technology Library, Calabar	22
9.	University of Uyo Library, Uyo	17
10.	Akwa Ibom State University Library, Akwa Ibom	2
11.	Niger Delta University Library, Wilberforce Island	17
12.	Federal University of Petroleum Resources Library, Ogbomro	9
13.	Ignatus Ajuru University of Education Library, Port-Harcourt	10

14.	Obong University Library, Obong Ntak, Akwa Ibom	4
Total		236

Source: Offices of the University Librarians in the various Libraries

Research Instrument

The questionnaire was the only instrument used for data collection in this study. The questionnaire is titled 'Demographic Factors andJob Satisfaction as Correlates of Organisational Commitment Questionnaire' (DFJSCOCQ). The instrument was adapted from the Minnesota Satisfaction Questionnaire (MSQ) (University of Minnesota, 1977) and the Organisational Commitment Questionnaire (OCQ) (Mowday, Porter & Steers, 1982).

The adapted questionnaire is divided into three main sections; A-C. Section A consists of items intended to elicit information on demographic factors. This part of the instrument was self-designed to elicit information on various demographic variables of interest to this study. The variables of interest include age, sex, educational qualifications and years of work experience. In order to measure demographic variables like sex, the dummy variable was used while indicator variables were used to measure age. Section B, adapted from the MSQ, is made up of six sub-scales. The scales are meant to measure job satisfaction of librarians in the areas of the work they do, pay, promotion, working environment, supervision and co-workers; this section has 41 items. Section C was adapted from the OCQ to measure the organisational commitment of librarians. Each sub-scale in Section C has 10 items respectively. The responses to the items on the questionnaire were structured based on a four point scale of measurement of 'Strongly Agree (4), Agree (3), Disagree (2) and Strongly Disagree (1)'.

Validity of the Research Instrument

The instrument used for this study is the questionnaire and in order to ensure that relevant items were included in the instrument, extensive literature review was undertaken by the researcher. The researcher also sought the help of the thesis

supervisors and other experts in Test, Measurement and Evaluation in the Delta State University, Abraka, for scrutiny of the items to ensure the face validity of the instrument.

To estimate the content and construct validity of the instrument, the Principal Component Analysis (PCA) using the extraction method, was used in estimating the total cumulative variance of all the factors in the instrument. The rotated sum of squared loadings was computed, which revealed the true Eigen value for each component. For instance, Librarians' Work Satisfaction Scale (LWSS) had 3 components with 13 items, and had a cumulative variance for all rotation sums of squared loadings of 66.61%. Librarian's Salary Satisfaction Scale (LSSS) had 7 items and 2 components that explained a cumulative variance of 69.99%. The Librarians' Promotion Satisfaction Scale (LPSS) contained 7 items and had 2 components that explained a cumulative variance of 60.18%. Librarians' Work Environment Satisfaction Scale (LWESS) had 10 items and 3 components that explained a cumulative variance of 63.15%.Librarians' Supervision Satisfaction Scale (LSSS) consisted of 9 items with 1 component and showed a cumulative variance of 60.57%.Librarian's Co-workers Satisfaction Scale (LCSS) had 9 items with 2 components revealing a cumulative variance of 66.47%.

To measure organisational commitment of the librarians, the instrument used three scales. The Librarians' Affective Commitment Scale (LACS) had 10 items with 1 component and a cumulative variance for all rotation sums of squared loadings was estimated at 67.95 %. The Librarians' Continuance Commitment Scale (LCCS) also had 8 items with 2 components that showed a cumulative variance of 65%. Lastly, the Librarians' Normative Commitment Scale (LNCS) had 8 items with 2 components with a cumulative variance of 64.74%. In all, the cumulative variances for all rotation sums of squared loadings were estimated above 50%. This is an indication of good content validity of all the items in the DFJSCOCQ.

The construct validity of the instrument was estimated by the rotated component matrixes using the Varimax with Kaiser Normalisation rotation method. The DFJSCOCQ has 14 components obtained from the Principal Component Analysis. The Eigen value of

above one was used to select factors that genuinely measure similar construct. For example, the items in the instrument that measure Librarians' Work Satisfaction variables has one component which has eight items loaded in it. The items are 12, 2, 22, 24, 25, 11, 13, and 4 which have rotated factor matrix of .76, .73, .70, .69, .56, .55, .53, and .50. The second component which measures Librarians' Salary Satisfaction has seven items and rotated factor matrixes of between .86 and .54. Librarians' Promotion Satisfaction Scale has seven items with rotated factor matrixes of between .82 and .57, while Librarians' Work Environment has 10 items with rotated factor matrixes of between .89 and .50. The conclusion drawn is that the DFJSCOCQ has construct validity. This is also illustrated in Appendix II(page 136).

Reliability of the Instrument

The Cronbach Alpa reliability test was used to estimate the internal consistency of the instrument. The instrument was pilot tested on a sample of 43 librarians at the Imo State University, Owerri. All scored items were entered into the computer and analysed with SPSS. The total number of items scored and analysed in the DFJSCOCQ were 83 but after the selection process, 67 items were retained in the instrument and this produced a reliability index of 0.91 at 0.05 level of significance. The Cronbach Alpha was used to estimate the internal consistency of all the sub-scales. For instance, Librarians' Work Satisfaction Scale (LWSS)yielded a Co-efficient Alpha of 0.86, Librarian's Salary Satisfaction Scale (LSSS) had 0.85;Librarian Promotion Satisfaction Scale (LPSS) had 0.78 and Librarians' Work Environment Satisfaction Scale had 0.67.

Following the Cronbach Alpha principles, every item in the instrument was analysed for quality and selection. The retention of items for inclusion in the final instrument was based on the inter-item analysis. Items which were considered inadequate were removed based on their observed weak position or co-efficient compared to other items in the pool. For example, in the LWSS, items 5, 6 and 10 had validity indexes of 0.44, 0.29 and 0.36 respectively. These validity indexes were less than the 0.50 benchmark. In the LSSS only item 18 had a validity index of 0.43. The process of item removal was based on the

quality of inter-item judgment and was continued until all retainable items in the instrument showed alpha co-efficient of almost the same quality. On the whole, the average measure of all the items in the instrument was determined and tested for significance at $P \leq .05$ level of significance. See Appendix III(page 137).

Method of Data Collection

In order to facilitate the researcher's access to the various university libraries, a letter of introduction was sought and obtained from the Head of Department of Library and Information Science, Delta State University, Abraka. This was presented at each of the administrative office of the various university libraries. The questionnaire was administered by the researcher with the help of three research assistants. The data collection process lasted for a period of seven weeks, with the researcher and her research assistants visiting the various institution libraries in the South Southzone of Nigeria. A total of 236 copies of the questionnaire were administered to all the librarians in the 14out of the 27 university libraries in South Southzone of Nigeria. Attempts were made to retrieve all completed copies of questionnaireon the same day. However, the researcher had to visit some libraries up to three times before she could retrieve some that could not be collected on the first visit.

Method of Data Analysis

The data collected were analysed using descriptive and inferential statistics. Descriptive statistics such as frequency counts and percentages were used to analyse the respondents' response rate. Demographic data, statistical mean ($\overline{X}$) and Standard Deviation were used to answer research questions 1 and 8, while Pearson's Product Moment Correlationwas used to answer research question 2-7. Research hypotheses 1-5 were tested with Regression Analysis because it sought to find out the relationship between two variables and one independent variable, while hypothesis 6 dealing with the joint relationship between job satisfaction, demographic factors and organisational commitment was tested using Multiple Regression Analysis.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS OF RESULTS
AND DISCUSSION OF FINDINGS

This chapter presents the data, analysis of the results and discussion of the findings of the study. The chapter is organised under the following sub-headings:

Questionnaire Response Rate

Analysis of the Demographic Data of the Respondents

Answering of the Research Questions

Testing of the Hypotheses

Discussion of the Findings

Questionnaire Response Rate

Table 3 presented results of the questionnaire response rate.

Table 3: Questionnaire Response Rate

S/N	University Libraries	No. Distributed	No. Returned	% Returned
1.	John Harris Library, University of Benin, Benin City	34	30	12.7
2.	Ambrose Alli University Library, Ekpoma	41	37	15.6
3.	Delta State University, Abraka	15	13	5.5
4.	Federal University, Utueke	17	14	6
5.	University of Calabar Library, Calabar	19	17	7.2
6.	University of Port Harcourt Library, Port Harcourt	18	11	4.6
7.	River State University of Science and Technology Library, Port Harcourt	11	9	3.8
8.	Cross River University of Technology Library, Calabar	22	9	3.8
9.	University of Uyo Library, Uyo	17	12	5
10.	Akwa Ibom State University Library	2	2	0.8
11.	Niger Delta University Library, Wilberforce Island	17	14	6

12	Federal University of Petroleum Resources Library, Ogbomro	9	6	2.5
13.	Ignatus Ajuru University of Education Library, Port-Harcourt	10	8	3.3
14.	Obong University Library, Obong Ntak. Akwa Ibom	4	3	1.2
	Total	236	185	78.4

Table 3 showed the university libraries, copies of the questionnaire administered, numbers returned and percentage of the responses. A total of 236 copies of the approved questionnaire were administered to the librarians in all the university libraries under study. One hundred and eighty-five (185) copies were returned for the study. This gave a response rate of 78.4%. The response rate is considered adequate for the study because, in the opinion of Baxter and Babbie (2004), a response rate of 60% and above is considered adequate for analysis and reporting.

Analysis of the Demographic Data of the Respondents

Table 4 showed the distribution of the respondents by sex.

Table 4: Sex Distribution of the Respondents

Sex	Frequency	Percentage (%)
Male	83	44.9
Female	102	55.1
Total	185	100

The frequency distribution of the librarians according, to their sex in Table 3 showed that there are more female (55.1%) than male (44.9%) librarians.

Table 4 showed the distribution of the respondents by age.

Table 5: Age Distribution of the Respondents

Age Range	Frequency	Percentage (%)

20-30 years	43	23.2
31-40 years	79	42.7
41-50 years	43	23.3
51-60 years	14	7.6
61 years and above	6	3.3
Total	185	100

Table 5 revealed the frequency distribution of the librarians by their age. Librarians between the age range of 31-40 years had the highest frequency of 79 (42.7%). Next to this are those between the age range of 20-30 years and 41-50 years with 43 (23.3%) respectively. This means that, there is a higher percentage of librarians who are between ages 31-40 years in the South Southzone of Nigeria.

Table 6 showed the distribution of the respondents by work experience.

Table 6: Work Experience of the Respondents

Work Experience	Frequency	Percentage (%)
1-5 years	62	33.5
6-10 years	51	27.5
11-15 years	28	15.4
16-20 years	18	9.7
21-25 years	12	6.4
26-30 years	9	4.8
Above 30 years	5	2.7
Total	185	100

Table 6 showed that the highest number of respondents, 62 (33.5%) librarians, have been working for 5 years and below. Between 6-10 years had 51 (27.5%) librarians and 11-15 years had 28 (15.4%). Only 5 (2.7%) of the librarians who responded, have

been working in the library for more than 30 years. What this implies is that, the greater proportion of the librarians in the South Southzone have not been working in the library for very long. Thereason for this result may be due to the fact that some of the institutions under study are relatively new.

Table 7presented the distribution of the respondents according to theireducational qualification.

Table 7: Educational Qualification of the Respondents

Educational Qualification	Frequency	Percentage (%)
BLS/B.Sc	114	61.7
MLS/M.Sc	53	28.6
PhD	18	9.7
Total	185	100

Presented in Table 7 is the educational qualification of the librarians. The table showed that there are more librarians with BLS/BSc, (114, 61.7%), than MLS/MSc (53, 28.6%). Only 18(9.7%) of the librarians have obtained PhD degrees. The data revealed that, there are more respondents with BLS/B.Sc degrees in the South Southzone of Nigeria. The reason for this may be because there are younger librarians in the South Southzone of Nigeria.

Answering of the Research Questions

Presented here are the answers to the research questions.

Research Question 1: To what extent are the librarians committed to their jobs?

To answer the research question 1, a mean statistics was conducted. The three dimensions of affective commitment, continuance commitment and normative commitment was the focus. The result is shown Table 8.

Table 8: Mean score for Organisational Commitment of Librarians in South Southzone of Nigeria

Dimension	Descriptive Statistics	Remark

	Mean	Standard Deviation	
Affective Commitment	2.72	0.44	Committed
Continuance Commitment	2.65	0.37	Committed
Normative Commitment	2.87	0.44	Committed
Organisational Commitment (Aggregate)	**2.75**	**0.35**	**Committed**

Criterion Mean = 2.50

Using a benchmark of 2.50 to compare the mean score of the dimension of organisational commitment of the librarians of universities in the South South zone of Nigeria, Table 8 showed that the librarians are committed to their jobs with a score of (2.75±0.35). The mean score of 2.72 also showed that the librarians have affective commitment for their organisation. The librarians also had continuance commitment (2.65±0.37), meaning that they rather remain on the job because the cost of leaving is higher than staying put in their job. Further analysis revealed that the librarians have feelings of obligation towards the library as an organisation, as seen the result on normative commitment (2.75±0.44).

Research Question 2: To what extent does educational qualification correlate with organisational commitment of the librarians in universities?

To answer the research question 2, a Pearson Correlation test was conducted. The result is presented in Table 9

Table 9: Correlation between Educational Qualification and Organisational Commitment of Librarians

Variables	Pearson r	ρ	Extent
Qualification * organisational	0.02	0.790	0.00%

commitment			

Table 9 showed that the librarians' educational qualification does not correlate with their organisational commitment (r = 0.02, ρ > 0.05). Furthermore, the coefficient of determination value of 0% showed that the educational qualification of the librarians in university libraries does not influence their organisational commitment.

Research Question 3: To what extent does age correlate with organisational commitment of the librarians in universities?

The data gathered for answering research question 3 presented Table 10.

Table 10: Correlation between Age and Organisational commitment of Librarians

Variables	Pearson r	ρ	Extent
Age * organisational commitment	0.067	0.366	0.1%

Table 10 showed that the librarians' age does not correlate with their organisational commitment (r = 0.067, ρ > 0.05). The coefficient of determination of 0.1% showed the extent that the age of librarians in universities does not influence their organisational commitment.

Research Question 4: To what extent does sex correlate with organisational commitment of the librarians in the universities?

The data gathered for answering research question 4 presented inTable 11.

Table 11: Correlation between Sex and Organisational Commitment of Librarians

Variables	Pearson r	ρ	Extent
Sex * organisational commitment	0.03	0.70	0.00%

Table 11 revealed that the librarians' sex does not correlate with their organisational commitment (r = 0.03, ρ > 0.05). Further examination revealed that the coefficient of determination of 0% showed that the sex of librarians in universities does not correlate with their organisational commitment at all.

Research Question 5: To what extent does work experience correlate with organisational commitment of the librarians in the universities?

Answer to this research question is provided by the result in Table 12.

Table 12: Correlation between Work Experience and Organisational Commitment of Librarians

Variables	Pearson r	ρ	Extent
Experience * organisational commitment	-0.00	0.96	0.00%

Table 12 revealed that the librarians' work experience does not correlate with their organisational commitment (r = 0.02, ρ > 0.05). Furthermore, the coefficient of determination value of 0.00 implied a 0% influence of work experience on the organisational commitment of the librarians in universities. Work experience does not influence theorganisational commitment of librarians in universities.

Research Question 6: To what extent does job satisfaction correlate with organisational commitment of the librarians in the universities?

To answer the research question 6, a Pearson Correlation test was conducted. The result is presented in Table 13

Table 13: Correlation between Job Satisfaction and Organisational Commitment of Librarians

Variables	Pearson's Value R	P Value	Extent Of Influence (%)

Job satisfaction versus affective commitment	0.77	0.00	59.3%
Job satisfaction versus continuance commitment	0.72	0.00	51.8%
Job satisfaction versus normative commitment	0.78	0.00	60.8%
Job satisfaction versus organisational commitment	**0.93**	**0.00**	**86.5%**

Table 13 illustrated the correlation between job satisfaction and organisational commitment of the librarians. Also presented in the table is the coefficient of determination to which job satisfaction influences the various dimension of organisational commitment (86.5%). The extent to which job satisfaction influences organisational commitment of the librarians is large (86.5%). The result presented revealed that job satisfaction is significantly correlated with affective commitment of the Librarians (r = 0.77. ρ < 0.05). The extent to which job satisfaction influences affective commitment of the librarians is 0.593 which when converted to percentage is 59.3%. This indicates that, when a librarian is satisfied with his Job, this satisfaction influences his affective commitment to his job by 59.3%. Job satisfaction was also significantly correlated with continuance commitment of the librarians (r = 0.72, ρ < 0.05). Job satisfaction influences librarians' continuance commitment to their organisation by 51.8%. Furthermore, Table 13 revealed that job satisfaction was also significantly correlated with normative commitment of librarians to their organisations (r = 0.78, ρ < 0.05). Job satisfaction influences librarians' normative commitment to job by 60.8%. In all, job satisfaction has a significant correlation with the organisation commitment of librarians (r= 0.93; ρ < 0.05).

Research Question 7: To what extent do demographic factors and job satisfaction jointly correlate with organisational commitment of the librarians in universities?

Table 14 showed the result of correlation analysis.

Table 14: Correlation between Job satisfaction, Demographic Factors and Organisational Commitment of Librarians

Variables	Pearson r	ρ	Extent
Demographic factors*Job satisfaction* organisational commitment	0.93	0.00	85.8%

The Table 14 showed that demographic factors and job satisfaction jointly correlate with organisational commitment of librarians in university libraries (r= 0.93, ρ < 0.05). Demographic factors and job satisfaction jointly influence organisational commitment by 85.8%. This influence size is very large.

Research Question 8: To what extent are librarians in universities in the South South zone of Nigeria satisfied with their jobs?

To answer research question 8, a mean statistics was conducted. The job satisfaction was assessed from different point of view. A mean value of 2.50 was used as the benchmark to determine if the Librarian are satisfied with their jobs on not. Hence, a score of below 2.50 is adjudged not satisfied, while a mean score above 2.50 is adjudged satisfied. The result for the librarians' job satisfaction level is presented in Table 15.

Table 15: Job Satisfaction level of the Librarians

Dimension	Descriptive Statistics		Level of Satisfaction
	Mean	Standard Deviation	
Work satisfaction as a Librarian	3.12	0.46	High
Pay Satisfaction	2.63	0.49	Moderate
Satisfied with way promotion is done	2.93	0.53	Moderate
Satisfied with working	2.49	0.48	Low

environment			
Satisfied with supervision in Library	3.04	0.53	High
Satisfied with coworkers/colleagues	3.00	0.53	High
Job Satisfaction (Aggregate)	**2.93**	**0.40**	**Moderate**

Criterion Mean = 2.50

Table 15 showed the various dimensions in which job satisfaction was assessed. The result revealed that, the librarians were highly satisfied with their work as librarians (3.12± 0.46), they are also moderately satisfied with their pay (2.63±0.49); they are moderately satisfied with the way promotion is done (2.93± 0.53). they expressed high satisfaction with library supervision (3.04 ± 0.53); satisfaction with co-workers/ colleagues (3.00 ± 0.53), but they showed low satisfaction with their working environment (2.49± 0.48). Table 15 also showed that the librarians were moderately satisfied with their jobs in university libraries (2.93 ± 0.40).

Testing of the Research Hypotheses

Hypothesis 1: There is no significant relationship between educational qualifications and organisational commitment of librarians in universities.

To test this hypothesis, a simple linear regression analysis was conducted between educational qualification and organisatioanl commitment, and the result obtained is presented in Table 16.

Table 16: Relationship between Educational Qualification and Organisational Commitment of Librarians

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		
	0.02	0.00	-0.00	9.06		
ANOVA						

	SS	Df	MS	F	P	Remark
Regression	5.85	1	5.85	0.07	0.79	Not Significant
Residual	15016.75	183	82.06			
	15022.60	184				
Variable in equation						
	B	Std Error	Beta	t-ratio	P	
Constant	71.01	1.62		43.76	0.00	
Job satisfaction	0.27	0.99	0.02	0.27	0.79	Not Significant

*Significance: $P<0.05$
Dependent Variable: Organisational Commitment
Predictors: (Constant), Educational Qualification

Table 16 showed that there was no significant relationship between educational qualifications and organisational commitment of the librarians (R=0.02), [F (1,183) =0.07; p>0.05]. This result therefore implied that educational qualification does not significantly relate with organisational commitment among the librarians. The adjusted R^2 value of -0.00 indicated that educational qualification had no effect on the organisational commitment. The B value of 0.27 indicated that for a unit change in educational qualification scores there will be 0.27 unit change in organisational commitment scores.

Hypothesis 2: There is no significant relationship between age and organisational commitment of the librarians in universities.

To test this hypothesis, a simple linear regression analysis was conducted between age and organisatioanl commitment, and the result obtained is presented in Table 17.

Table 17: Relationship between Age and Organisational Commitment of Librarians

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		
	0.07	0.00	-0.00	9.04		

ANOVA						
	SS	Df	MS	F	P	Remark
Regression	67.18	1	67.18	0.82	0.37	Not Significant
Residual	14955.41	183	81.72			
	15022.60	184				
Variable in equation						
	B	Std Error	Beta	t-ratio	P	
Constant	70.05	1.64		42.78	0.00	
Job satisfaction	0.60	0.67	0.07	0.91	0.37	Not Significant

*Significance: $P<0.05$

Dependent Variable: Organisational Commitment

Predictors: (Constant), Age

The result in table 17 revealed that, there was no significant relationship between age and organisational commitment (R=0.07), [F (1,183) = 0.82; p>0.05]. Hence hypothesis 2 is accepted. The result further implied that age does not significantly relate with organisational commitment among the librarians. The adjusted R^2 value of -0.00 indicated that age had no effect on organisational commitment. Also, the B value of 0.60 indicated that for a unit change in age scores there will be 0.60 unit change in organisational commitment scores.

Hypothesis 3: There is no significant relationship between sex and organisational commitment of librarians in the universities.

The result of simple linear regression is presented in Table 18.

Table 18: Relationship between Sex and Organisational Commitment of Librarians

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		
	0.03	0.00	-0.01	9.06		

ANOVA						
	SS	Df	MS	F	P	Remark
Regression	12.22	1	12.22	0.15	0. 07	Not Significant
Residual	15010.37	183	82.02			
	15022.60	184				
Variable in equation						
	B	Std Error	Beta	t-ratio	P	
Constant	70.60	2.18		32.37	0.00	
Job satisfaction	0.52	01.34	0.03	0.39	0.70	Not Significant

*Significance: $P<0.05$
Dependent Variable: Organisational Commitment
Predictors: (Constant), Sex

From Table 18, the result showed that, hypothesis 3 is accepted, implying that there is no significant relationship between sex and organisational commitment (R=0.03), [F (1,183) = 0.70; p>0.05]. The adjusted R^2 value of -0.01 indicated that sex had no effect on organisational commitment of the librarians in university libraries in the South South zone of Nigeria.

Hypothesis 4: There is no significant relationship between work experience and organisational commitment among librarians in the universities.

The result of simple linear regression is presented in Table 19.

Table 19: Relationship between Work Experience and Organisational Commitment of Librarians

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		
	0.00	0.00	-0.01	9.06		
ANOVA						

	SS	Df	MS	F	P	Remark
Regression	0.17	1	0.17	0.00	0. 96	Not Significant
Residual	15022.42	183	82.09			
	15022.60	184				
Variable in equation						
	B	Std Error	Beta	t-ratio	P	
Constant	71.45	1.24		57.78	0.00	
Job satisfaction	0.02	0.41	-0.00	-0.05	0.96	Not Significant

*Significance: $P<0.05$
Dependent Variable: Organisational Commitment
Predictors: (Constant), Work Experience

Table 19 showed that, there was no significant relationship between work experience and organisational commitment (R=0.00), [F (1,183) = 0.00; p>0.05]. The adjusted R^2 value 0f -0.01 indicated that work experience does not significantly relate with organsational commitment. Hence hypothesis 4 is accepted. This implies that work experience does not significantly relate with organisational commitment of librariansin university libraries in the South South zone of Nigeria.

Hypothesis 5: There is no significant relationship between job satisfaction andorganisational commitment of the librarians in universities in the South South zone of Nigeria.

To test this hypothesis, a linear regression analysis was conducted between job satisfaction and organisational commitment and result obtained is presented in Table 20.

Table 20: Relationship between Job Satisfaction and Organisational Commitment of Librarians

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		

	0.93	0.86	0.86	3.44		

ANOVA						
	SS	Df	MS	F	P	Remark
Regression	12854.05	1	12854.05	1084.73	0.00	Significant
Residual	2168.55	183	11.85			
	15022.60	184				

Variable in equation						
	B	Std Error	Beta	t-ratio	P	
Constant	10.56	1.87		5.67	0.00	
Job satisfaction	0.51	0.01	0.93	32.94	0.00	Significant

*Significance: $P<0.05$
Dependent Variable: Organisational Commitment
Predictors: (Constant), Job Satisfaction

The result in Table 20 showed that, there is a significant relationship between job satisfaction and organisational commitment (R=0.93), [F (1,183) =1084.73; p<0.05]. Hypothesis 5 is therefore rejected. The implication of thisresult is that, there is a statistical significant positive relationship between job satisfaction and organisational commitment of librarians in the universities in South Southzone of Nigeria. The adjusted R^2value of 0.86 indicated that, job satisfaction had an effect size of 86% on the organisational commitment. The B value of 0.51 indicated that, for a unit change in job satisfaction scores, there will be 0.51 unit change in organisational commitment scores.

Hypothesis 6: There is no significant joint relationship between demographic factors, job satisfaction and organisational commitment of the librarians in the universities.

Presented in Table 21 is the result of the Multiple Regression Analysis to test the joint relationship between demographic factors, job satisfaction andorganisational commitment of librarians.

Table 21: Summary of Multiple Regression Analysis of Demographic Factors and Job Satisfaction as Correlates of Organisational Commitment.

Model Summary						
Model	R	R^2	Adjusted R^2	SEE		
	0.93	0.86	0.851	3.45		
ANOVA						
	SS	Df	MS	F	P	Remark
Regression	12886.11	1	2577.22	215.93	0. 00*	Significant
Residual	2136.49	183	11.94			
	15022.60	184				
Variable in equation						

	B	Std Error	Beta	t-ratio	P	Tolerance	VIF
Constant	11.37	2.09		5.45	0.00		
Sex	-0.39	0.51	-0.02	-0.76	0.45	0.99	1.01
Age	0.28	0.32	0.03	0.86	0.39	0.62	1.61
Work experience	-0.28	0.19	-0.05	-1.39	0.16	0.62	1.61
Qualification	-0.12	0.38	-0.01	0.31	0.76	0.98	1.01
Job satisfaction	0.51	0.02	0.93	32.69	0.00*	0.99	1.01

*Significance: *P*<0.05
Dependent Variable: Organisational Commitment
Predictors: (Constant), Sex, Age, Work experience, Educational qualification and Job satisfaction

The result in Table 21 revealed that, there was a joint significant relationship among sex, age, work experience, educational qualification, job satisfaction and organisatioanl commitment (R=0.93), [F $(1,183)$ = 215.93; p<0.05]. The adjusted R^2 value 0f 0.85 indicates that the combination of sex, age, work experience, educational qualification, and job satisfaction had a strong positive effect on the organisational commitment. The B value of -0.39 for sex indicates that for a unit change in sex, there will be 0.39 unit decrease in organisatioanl commitment; the B value 0f 0.28 for age indicates that for a unit change in age, there will be 0.28 unit increase in organisatioanl commitment; the B value 0f -0.28 for work experience indicates that for a unit change in work experience, there will be 0.28 unit decrease in organisatioanl commitment; the B value 0f -0.12 for educational qualification indicates that for a unit change in educational qualification, there will be 0.12 unit decrease in organisatioanl commitment; the B value 0f 0.51 for job satisfaction indicates that for a unit change in job satisfaction, there will be 0.51 unit increase in organisatioanl commitment scores.

The tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variable(s) in the model and this value must not be less than 0.10. While VIF (Variance Inflation Factor) is the inverse of the Tolerance (1 divided by Tolerance). VIF value above 10 indicates multi-

colinearity. The tolerance and VIF values obtained for the independent variables shows that there was no multi-colinearity among the independent variables. The hypothesis is therefore rejected, implying that sex, age, work experience, educational qualification and job satisfaction of librarians in university libraries in the South- South zone of Nigeria do relate significantly with organisatioanl commitment

Summary of the Results

The following are the summary of the findings from the study:

1. The librarians are committed to their jobs.

2. Educational qualification does not correlate with organisational commitment.

3. Age does not correlate with organisational commitment of librarians in universities.

4. The study revealed that sex does not correlate with organisational commitment of librarians in the universities.

5. The study revealed that work experience does not correlate with organisational commitment of librarians in the universities.

6. There is a correlation between job satisfaction and organisational commitment of librarians in universities.

7. There is a joint correlation between job satisfaction, demographic factors and organisational commitment among librarians in the universities.

8. Librarians in the South Southzone in Nigeria are satisfied with their jobs. Specifically, the librarians expressed satisfaction with the dimensions of work in the library, pay, promotion, co-workers and supervision while they expressed dissatisfaction with work environment in university libraries.

9. There is no significant relationship between educational qualification and organisational commitment of librarians.

10. There is no significant relationship between age and organisational commitment of librarians.

11. There is no significant relationship between sex and organisational commitment of librarians in universities.

12. There is no significant relationship between work experience and organisational commitment of librarians in universities.

13. There is a significant relationship between job satisfaction and organisational commitment of librarians in universities.

14. There is a significant joint relationship between demographic factors, job satisfaction and organisational commitment of the librarians in the universities.

Discussion of the Results

Results obtained from the analysis of data are discussed below.

Librarians' Commitment to the Job

The results showed that librarians are commitment to their jobs. This result concurs with the findings of Bruno (1993) who revealed that the level of organisational commitment of medical records personnel which was relatively high. On the other hand, this result does not agree with the result from one of the foremost studies on the organisational commitment of librarians in Nigeria that librarians in thirteen federal university libraries in Nigeria experienced low organisational commitment (Adio & Popoola, 2010).

An immediate observation from the data analysis is that affective commitment has a high mean score. The implication of this is that librarians show that they have strong emotional attachment, identification and involvement with the library as an organisation. According to Mowday, Porter and Steers (1982), employees whodisplay strong affective commitment remain with the organisation because they want to. Cohen (1996) in an investigation on the relationship between affective, continuance, and normative commitment, presented results that showed affective commitment being more highly correlating with all the other dimensions of commitment. In other words, employees who continued working with the organisation because they were willing to were more likely to exhibit higher levels of commitment to their work, their organisation and their career.

The result of this study further revealed that librarians experience high level of continuance commitment towards their jobs. Continuance commitment has to do with anything of value that an individual may have invested (e.g. time, effort, money) that would be lost or deemed worthless at some perceived cost to the individual if he or she were to leave the organisation. It is interesting to observe that librarians in the South South zonerather remain in their jobs because the cost of leaving their jobs is higher than the cost of staying put in their jobs. Librarians remain working in their libraries as a result of what they perceive they would lose when they leave the library. The study has also shown that librarians are emotionally attached and exhibit a positive attitude towards the library because they have to not because they want to. The result of this study is in line with the result got by Sadoughi and Ebrahimi (2015) that information records management staff, continuance commitment revealed a lower mean score.

Normative commitment is the third component of organisational commitment. It revealed a mean score that is above the criterion mean. This shows that librarians have feelings of obligation towards the library as an organisation. According to Noor and Noor(2006), the component of organisational commitment has to do with feeling of obligations to the organisation based on the employee's personal norms and values. Employees with high levels of normative commitment stay with the organisation because they feel they ought to. Sparrow and Cooper (2003) concluded from their study that

normative commitment encompasses an employee's felt obligations and responsibilities towards an organisation and is based on feelings of loyalty and obligation. The present study is consistent with previous studies like that of Tayyab (2006) that a high correlation between affective and normative commitment, led him to conclude that employees who are emotionally attached to their organisation will feel obligated to stay with the organisation. That is, the feeling of affective commitment and a sense of obligation to the organisation are not independent of each other. Studies like Ko, Price andMueller (1997), Lee and Chulguen(2005) have also suggested that it is hard to separate normative commitment from affective commitment. Adekola (2012) provided an explanation as to why university staff in Nigeria are committed to their jobs by stating that due to factors like job security and status, employees' display higher level of commitment in government owned universities.

Relationship between Educational Qualification and Organisational Commitment of the Librarians

Results showed that there is no significant relationship between educational qualification of librarians and their organisational commitment. This implies that an increase in educational qualification (attainment) does not imply an increase in organisational commitment among librarians in the South Southzone of Nigeria. The finding of this study concurs with that of Meyer and Allen (1997) that the level of education of an employee does not seem to be always related to his/her level of organisational commitment. Johns (2005) also reported that some studies conducted on American employeesobserved that educational qualifiaction to negatively correlate with commitment. In addition, Ahmad and Abubakar (2003), in their study of commitment among white collar workers in Malaysia, showed that the level of education impacted negatively with continuance commitment.

Contrary to the findings of this study, Adeyemo (2000) reported a positive correlation between education and organisational commitment of human service organisation workers. Opayemi (2004)also investigated the organisational commitment among officers in the police force and observed that respondents who have high

educational qualification were more committed than police officers who have low educational qualification. Bakan, Buyukbese and Ersahan (2011), also showed thatemployees' education level has a statistically significant relationship between educational level and organisational commitment.

Relationship between Age and Organisational Commitment of the Librarians

The hypothesis which stated that there is no significant relationship between age and organisational commitment of the librarians in universities was accepted. Results showed that there is no significant relationship between age and organisational commitment of librarians. The finding of this study is at variance with the finding of Meyer and Allen (1997), that as employees get old, their level of commitment towards their employing organisations increases. This resultalso does not support Sekaran's (2000), which suggested that the effect of age on organisational commitment is significant. Amangala(2013), also foundpositive correlations between age and organisation commitment.

However, this study's result agrees with that of Coleman, Irving and Cooper (1999), that there were no differences in the organisational commitment of employees of different ages. It also agrees with Azeem (2010) that there is a negative relationship between age and organisational commitment. In another instance, it supportedPadalla (2011) that there is no significant difference between age groups of employees and their organisational commitment.

Relationship between Sex and Organisational Commitment of the Librarians

The result of this study showed that there is no significant relationship between sex and organisational commitment of the librarians in universities. This implies that irrespective of sex disparity, the librarians can be committed to their libraries. This results is in agreement with previous studies of Ngo and Tsang (1998), Wahn (1998), Savicki, Cooly and Gjesvold (2003), AI-Ajmi (2006) and Kargar (2012) that sex does not have any correlations with organisational commitment among employees. Furthermore, Marsden, Kalleberg and Cook (1993) revealed that men and women present similar levels of organisational commitment if they work under equivalent work conditions. This result

is at variance with the result of Khalili and Asmawi (2012), they revealed thatsex predicted organisational commitment among employees. Several other studies found that men expressed greater organisational commitment than their female colleagues (Mathieu & Zajac, 1990; Gumbang, Suki & Suki, 2010;Padalla, 2011).

Relationship between Work Experience and Organisational Commitment of the Librarians

The study revealed in this hypothesis that there is no significant relationship between work experience and organisational commitment among the librarians in university libraries in South Southzone of Nigeria. The study affirmed that the work experience of the librarians does not have a significant relation with organisational commitment. This result agrees with that of Kinnear and Sutherland (2000), that there was no significant relationship between organisational commitment and years of work experience. This is further substantiated by Cramer (1993) who argued that longer tenure is not associated with greater commitment. The study of Sikorska-Simmons (2005) also did not find any relationship between organisational commitment and length of employment.

However, other researchers did not agree with the result of this study. For instance, Bruno (1993) revealed that there is a significant relationship between length of service and organisational commitment of hospital records employees in university teaching hospitals in Nigeria. Azeem (2010), also indicated that experience significantly predicted organisational commitment. Other studies like those of Mowday, Porter and Steers (1982), Bull (2005) and Suki and Suki (2011) similarly presented results that years of experience had a positive influence on organisational commitment. On the other hand, when it came to the issueof years of experience, it was observed that respondents who have been working for 3 to 6 years hada higherlevel of organisational commitment than those who had worked for 7 to 14 years and those who have worked between 1 to 2 years. Surprisingly, such variation were found to be statistically significant. In other words, it could be said that the commitment is less in the early years of the experience and tends to increase up to 6 years and then gradually reduce after 6 years of experience. One of the

reasons is that the organisations have tendencies to encourage the youngsters for their aptitude, new skills, knowledge and attitudes (Sekhar & Anjaiah, 2002).

Relationship between Job Satisfaction and Organisational Commitment of the Librarians

The data analysis revealed that there is a significant relationship between job satisfaction and organisational commitment of the librarians in universities in South Southzone of Nigeria. This result agreed with the researches of Al-Aameri (2000), Bruno (1993), Pincus (2006), Salami (2008) and Azeem (2010) that job satisfaction has a relationship with organisational commitment. The result from this study is also in line with the studies of Eslami and Gharakhani's (2012) as well as Tella, Ayeni and Popoola (2007), that there is a strong positive correlation of job satisfaction on organisational commitment among librarians in the western part of Nigeria. According to Tella, Ayeni and Popoola (2007), job satisfaction determine how well the librarians will be committed to the library as an organisation. Previous studies (Adekola, 2012; Meyer &Allen 2007; Boehman, 2006; Canipe, 2006) on the relationship between commitment and satisfaction with one's job show that if employees are satisfied they develop and exhibit stronger commitment to their work. Furthermore, the finding of this study is in line with Adekola (2012), Dirani and Kuchinke (2011), Gunlu, Aksarayli and Percin (2010) and Mohammed (2005), that respondents indicated a positive relationship between job satisfaction and organisational commitment.

However, this result is at variance with that of Luthans (2002), who found that job satisfaction does not in any way predict organisational commitment. Luthans (2000) further argued that although there are many employees who are satisfied with their jobs,some employees are still found to dislike the organisation they work for. On the other hand, there are employees who may not be satisfied with their present jobs but are very committed to their organisations (Luthans, 2000). Suki and Suki (2011) also found that both job satisfaction and organisational commitment were negatively correlated. In trying to explain the situation where job satisfaction exist and employees are found not to be committed to their jobs, Çelik (n.d) postulated that an employee can have positive

feelings towards the organisation, its values and objectives, and be dissatisfied with the job that he does in the organisation.

Job Satisfaction and Demographic Factors as Joint Correlates of Organisational Commitment

The study revealed in hypothesis six that there is a significant joint relationship between job satisfaction, demographic factors and organisational commitment of the librarians in the universities. This result agreeed with that of Animasahun and Oludemi (2013), thatthere is significant combined contribution of the independent variables (age, sex, qualification, experience, job satisfaction and motivation) with the prediction of career commitment. Furthermore, Bruno (1993), observed that as regards the relative individual contribution of each of the independent variables to organisational commitment, the standardised co-efficient (Beta weights) of the independent variables showed that job satisfaction made the highest contribution to organisational commitment.

Also in agreement with the result of this study is the finding of Salami's (2008) investigation that emotional intelligence, job satisfaction and all demographic factors except sex significantly predicted organisational commitment of the workers. Similarly, Bruno (1993) presented the result that showed thatsex, marital status, age, length of service, educational qualification, work locus of control, and job satisfaction all jointly and significantly influenced the organisational commitment of hospital records employees in university teaching hospitals in Nigeria.Akanbi and Itiola (2013) also agreed that the independent variables of reward system, job related stress, job meaningfulness, training, and supervisory role jointly and individuallyimpacted organisational commitment. Akpan (2013) stated that there was a significant correlation between the joint predictor variables and organisational commitment. Job satisfaction had a more potent impact of organisational commitment than other independent variables. This result is not in line with that of Adio and Popoola (2010), that demographic variables and self-efficacy do not significantly influence career commitment of librarians in federal university libraries in Nigeria.

Librarians' Job Satisfaction

The result from this study revealed that librarians in university libraries in the South Southzone in Nigeria are satisfied with their job.This result is in agreement with Khan and Ahmed (2013) that overall library professionals are satisfied with working in the library. Leckie and Brett (1997) also confirmed that librarians reported an above satisfactory level of job satisfaction. Also in agreement with the finding of this study is the report by Oluchi and Ozioko (2014) that academic librarians experienced a satisfactorylevel of job satisfaction in Niger State.

The result revealedthat the different dimensions of job satisfaction had different scores for satisfaction. I feel satisfied with my work as a librarianhad a mean score that was above the criterion mean. Which implied that the librarians were satisfied with the type of work they do in the libraries. This finding is not in line with earlier results by Chwe (1978) that cataloguers were least satisfied with aspects of creativity and social service when compared to their counterparts in other departments in the library that performed other jobs. This was because of the kind of work they are involved in. He further stated that librarians that had contact with users daily experienced more job satisfaction with their work. On the other hand, the results agrees with Khan and Ahmed's (2013) findings that, library professionals working in government owned universities were slightly satisfied with the nature of work. Similarly, this result also agrees with the result by Leysen and Boydston (2009), that librarians working in the cataloguing department were very satisfied with their jobs, because they felt that their jobs were important to the successful service delivery of the library.

The result from the present study showed that librarians in the South Southzonesatisfied with their pay. The study agreeed with that of Eva (2009), where salary was rated as one of the most satisfying aspect of law librarians' jobs. Furthermore, they compared salary satisfaction to overall job satisfaction, and it appeared that the majority of library workers were satisfied with their salaries. Also, Lambert, Hogan, Barton and Lubbock (2001) revealed that financial rewards had a significant effect on job satisfaction. On the other hand, the study did not agree with the results by Boone and

Kuntz (1992) that the respondents were not satisfied with their pay as librarians. Similarly, Adeniji (2011) found that the respondents were not satisfied with the totality of their salary package. Other authors that reported dissatisfaction with salaries among librarians include Abifarin (1997), Marjanja and Kiplang'at (2003), Lim (2007) and Albanese (2008).

The result further revealed the librarians' satisfaction with their promotion. The result of this study is in agreement with the result presented by Prien, Pitts and Kamery (2004), which showed that promotion and support of research correlated positively with job satisfaction. Another study also provides supporting evidence by showing that promotion is one of the most influential factors affecting the job satisfaction of teachers (Sharma & Jyoti, 2006). Similarly, the study is in agreement with Lim (2008) that IT workers indicated promotion as one of the important sources of job satisfaction for them. The reason for satisfaction with promotion was clearly explained by Onowhakpor and Tiemo (2006) when they stated that librarians were happy when they began to enjoy the basic privileges such as study leave with pay, academic salary scale, extended retirement age, conference attendance, research grants and sabbatical leave that had been reserved for teaching faculty. However, the result from this study disagreed with that carried out by Haque, Karim, Muqtadir and Anam (2012), in which they revealed that in Malaysia promotion was a prime source of dissatisfaction for the librarians.

Librarians' satisfaction with their work environment in the library had a low mean score. The result of this study is in agreement with that of Aderinto and Obadare (2009) that the environmental condition in the library gave them low job satisfaction towards their work. Kaya (1995) also found that librarians were dissatisfied with the physical working conditions found in the library. On the other hand, the finding of this study is not in line with the research carried out by Lee and Brand (2005) that the workers were satisfied with their work environment. Nattar (2010) also reported that academic librarians' satisfaction with their library environment was low asvery few of the librarians sampled were satisfied with the quality of their office furnishings and general comfort in their library.

Satisfaction with co-workers/colleagues in the library' had a high mean score. This may be attributed to the fact that most of the librarians have formed bonds of friendship and co-operation while working together for a long time. This result concured with Luthans(1998) who observed that work groups characterised by co-operation and understanding amongst their members tend to bring about high level of job satisfaction. This finding also affirmed the finding of Riordan and Griffeth (1995) that friendship on workplace had positive outcomes; their results indicated that friendship opportunities were associated with increase in job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMENDATIONS

This chapter focuses on the summary of the study, conclusion, recommendations and contribution to knowledge. The chapter is discussed under the following sub-headings:

Summary of the Study

Conclusion

Recommendations

Contributions to Knowledge

Summary of the Study

The study explored demographic factors and job satisfaction as correlates of organisational commitment of librarians in universities. The focus of the study was on the extent of organisational commitment of librarians and the demographic factors (age, sex, work experience, and educational qualification) and how both independent variables predict organisational commitment among librarians in universities in the South Southzone of Nigeria.The study also sought the determine the extent of job satisfaction among the librarians

The correlational research design was employed to carry out the study. The study population covered all the librarians in universities in South Southzone of Nigeria. The sample size covered all the librarians in the 14 state and federal university libraries in the six states of the South Southzone of Nigeria. The questionnaire was the only instrument used for the collection of data for this study. The reliability test was done on a sample of 43 librarians at the Imo State University Library, Owerri. The questionnaire response rate is 78%. In the study, eight research questions were asked and answered, while six null hypotheses were formulated and tested at 0.05 level of significance.

The findings of the study are as follows:

1. The librarians are committed to their jobs.

2. Educational qualification does not correlate with organisational commitment.

3. Age does not correlate with organisational commitment of librarians in universities.

4. The study revealed that sex does not correlate with organisational commitment of librarians in the universities.

5. The study revealed that work experience does not correlate with organisational commitment of librarians in the universities.

6. There is a correlation between job satisfaction and organisational commitment of librarians in universities.

7. There is a joint correlation between job satisfaction, demographic factors and organisational commitment among librarians in the universities.

8. Librarians in the South Southzone in Nigeria are satisfied with their jobs. Specifically, the librarians expressed satisfaction with the dimensions of work in the library, pay, promotion, co-workers and supervision while they expressed dissatisfaction with work environment in university libraries.

9. There is no significant relationship between educational qualification and organisational commitment of librarians.

10. There is no significant relationship between age and organisational commitment of librarians.

11. There is no significant relationship between sex and organisational commitment of librarians in universities.

12. There is no significant relationship between work experience and organisational commitment of librarians in universities.

13. There is a significant relationship between job satisfaction and organisational commitment of librarians in universities.

14. There is a significant joint relationship between demographic factors, job satisfaction and organisational commitment of the librarians in the universities.

Conclusion

The librariansin universities in the South South zone of Nigeria are committed to their jobs. Specifically, the librarians have high affective commitment which is an indication of strong belief and acceptance of the library organisation's goals. The librarians also expressed high level of normative commitment, which showed that the librarians expressed willingess to exert considerable effort on behalf of the organisation and portray a strong desire to remain working in the library because they have to.Librariansalso expressed a high level of continuance commitment which meant that the cost of leaving the library is higher than the cost of staying with the library, hence they remain working in the library because they need to.

Librarians in universities in South Southzone of Nigeriawere satisfied with their jobs. Furthermore, the study provided empirical evidence to support models that stipulated that there are no correlations with all the demographic factors (educational qualification, age, sex and work experience) with organisational commitment among the librarians. But, a combination of demographic factors and job satisfaction could to some extent influence the organisational commitment of librarians. The study have further confirmed that organisational commitment is a multidimensional construct because the librarians exhibited different levels of commitment for the three different dimensions of commitment.

Recommendations

The following recommendations are made based on the findings of the study :

1. University management in South South zone of Nigeria should endeavour to make funds available for the libraries so as to enable libraries renovate and make the working environment of librarians as comfortable as possible.

2. The recruitment and employment of librarians should not be based on any of the demographic charcteristics of applicant. This is because the development of

organisational commitment according to the findings of this study does not depend on the demographic charcteristics of the librarian.

3. Since the study revealed that job satisfaction has an influence on organisational commitment, library managers should remain focused on activities that increase job satisfaction and increasing commitment of the librarians. In addition, since this study has shown that job satisfaction is a correlate of organisational commitment, it is also recommended that library management should sustain the job satisfaction levels of librarians by providing innovative ways of making library tasks interesting and challenging.

4. The study revealed high levels of affective, continuance and normative commitment of the librarians. As such, Library managers should take advantage of the loyalty and emotional attachment librarians have for their jobs to ensure that the right training is given to them so that they can put in their best in their jobs.

Contributions to Knowledge

The study has made the following contributions to knowledge:

1. The study has established that the Three-Component Model of organisational commitment (TCM) on which the conceptual framework for this study is based, can be applied to measure the organisatioanl commitment level of librarians in the South Southzone of Nigeria.

2. The study has also demonstrated that job satisfaction influences organisational commitment of librarians in South South zone of Nigeria.

3. The study has been able to provide empirical evidence to argue against theoretical models that stipulated that there are relationships between demographic factors (educational qualification, sex, age, work experience) and organisational commitment.

4. The study has closed the gap in literature on the influence of demographic factors and job satisfaction on the organisational commitment among librarians which earlier literature did not fill.

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APPENDIX I

Department of Library and Information Science,

Faculty of Education,

Delta State University, Abraka.

15th April, 2016

Sir/Madam,

Demographic Factors and Job Satisfaction as Correlates of Organisational Commitment Questionnaire (DFJSCOCQ)

The researcher is a doctoral student of the Department of Library and Information Science, Delta State University, Abraka. Attached is a questionnaire intended to elicit information on job satisfaction and demographic factors as correlates of organisational commitment among Librarians in the South South zone of Nigeria.

It will be appreciated if the questions are objectively answered and please be assured that your responses will be treated with confidentiality and used for academic purposes only.

Thank you.

Violet Elohor Ikolo

Section A: Demographic Factors

1. Institution --
2. Sex : Male ☐ Female ☐
3. Age: 20-30 years ☐ 31-40 years ☐ 41-50 years ☐
   51-60 years ☐ 60 years and above ☐
4. Work Experience: 1-5 years ☐ 6-10 years ☐ 11-15 years ☐
   16-20 years ☐ 21-25 years ☐ 26- 30 years ☐ 30 years and above ☐
5. Highest Educational Qualification: BLS/BSc or equivalent ☐
   MLS/MSc or equivalent ☐
   PhD ☐

Section B: Librarians Job Satisfaction

Instruction: Please carefully read the statement below and in the columns provided against each statement, tick on the most appropriate response. The columns are as follow:

Strongly Agree   = SA

Agree   = A

Disagree   =D

Strongly Disagree =SD

Please tick where appropriate

	I feel satisfied with the work I do as a librarian because:	SA	A	D	SD
1.	I have the chance to be of service to library users				
2.	I make good use of my skills/abilities doing my job				
3.	My job is very challenging				
4.	My job makes me feel as though I am being productive				
5.	I receive praise for a job well done				
6.	The work allocated to me is reasonable				
7.	I have the freedom to make my own decisions while doing my job				
8.	I feel that my job in the library is secure				
9.	There is ample opportunity to acquire new knowledge/skills				
10.	My job in the library gives me good social standing				
	I feel satisfied with my pay as a librarian because:	SA	A	D	SD
11.	I feel the amount of pay I get for the job I do is adequate				
12.	I feel my pay is better than that of my counterparts in other libraries				
13.	My job provides me with steady income				
14.	My pay encourages me to put in my best in my job				
15.	I earn a good salary				
16.	My income enables me to live in a manner I consider adequate				
	I feel satisfied with promotion in the library because:	SA	A	D	SD
17.	I get promoted when am due				
18.	There is prospect for promotion in the library				
19.	There are opportunities for me to rise to the highest cadre in the library				
20.	I foresee good opportunity for promotions in the library				
21.	I enjoy carrying out research to meet my promotion requirements				
	I feel satisfied with the work environment in the library because:	SA	A	D	SD
22.	My office environment is always neat				

		SA	A	D	SD
23.	The lights in my office are adequate				
24.	The fans/air conditioners are adequate				
25.	The working tools are adequate				
	I feel satisfied with the supervision in the library because:	**SA**	**A**	**D**	**SD**
26.	My boss and I understand each other				
27.	My boss has a good idea of what librarianship is all about				
28.	I am commended when I do a good job				
29.	The way my boss backs up his/her employees with top management				
30.	My boss/supervisor keeps me updated on things I ought to be aware of				
31.	My boss always gives me good advice				
32.	I have enough authority to carry out my work				
33.	I receive praise for a job well done				
34.	My boss gives me full support to carry out my duties				
	I feel satisfied with my coworkers/colleagues because:	**SA**	**A**	**D**	**SD**
35.	Of the spirit of cooperation among my colleagues				
36.	Of the chance to develop close friendship with my coworkers				
37.	Of the friendliness of my coworkers				
38.	My coworkers are easy to make friends with				
39.	Of the personal relationship between my boss and his/her employees				
40.	I can maintain good relationship with my colleagues				
41.	My coworkers are interested in my professional welfare				

Section C: Librarians Organisational Commitment

	Affective Commitment of Librarians	**SA**	**A**	**D**	**SD**
42.	I would be very happy to spend the rest of my career in this library				
43.	I am proud to tell others I work in the library				
44.	I am willing to put in a great deal of effort beyond that normally expected in order to help the library grow.				
45.	I feel like I belong to the library family.				
46.	I would accept any type of assignment in order to keep working in the library.				
47.	I feel emotionally attached to the library				
48.	The library inspires the very best in me in the way of job performance.				
49.	I am very glad that I choose to work in the library.				
50.	I find it difficult to agree with the library's policies on matters				

	relating to her employees.				
51.	Deciding to work for the library was definitely not a mistake on my part				
	Continuance Commitment of Librarians	**SA**	**A**	**D**	**SD**
52.	It would be very hard for me to leave the library now even if I wanted to				
53.	I am not afraid of what might happen if I quit my job in this library without having another job				
54.	Right now, staying with my job in this library is a matter of necessity as much as desire				
55.	If I had not already put so much of myself into this job, I might consider working elsewhere				
56.	One of the few negative consequences of leaving my job at this library, would be the scarcity of available alternative elsewhere				
57.	I feel that I have too few options to consider leaving the library				
58.	I owe a great deal to the library				
59.	It would be very hard for me to leave the library even if I wanted to				
	Normative Commitment of Librarians	**SA**	**A**	**D**	**SD**
60.	One of the major reasons I continue to work for the library is that I believe that loyalty is important				
61.	Jumping from library to library seems unethical to me.				
62.	I believe in the value of remaining loyal to my library				
63.	I feel a sense of moral obligation to continue working for the library				
64.	I really care about the fate of the library				
65.	The library management appreciates any extra time that I spend to do efficient work.				
66.	The library has a great deal of personal meaning for me				
67.	I feel justified to leave the library if I get a better job offer				

APPENDIX II

Content Validity Estimate of JSDFPOCQ Scales

Subscales	No. of items	Explained Variance %	Unexplained Variance %	Total
Librarian Work Satisfaction Scale	13	66.61	33.39	100
Librarian Salary Satisfaction Scale	7	69.99	30.01	100
Librarian Promotion Satisfaction Scale	7	60.18	39.82	100
Librarian Work Environment	10	63.15	36.85	100

Satisfaction Scale				
Librarian Coworkers Satisfaction Scale	9	66.47	33.53	100
Librarian Affective Commitment Scale	10	67.95	32.05	100
Librarian Continuance Commitment Scale	10	65	35	100
Librarian Normative Commitment Scale	10	64.74	35.26	100

APPENDIX III
VALIDITY OF THE RESEARCH INSTRUMENT

Validity of Librarian Job Satisfaction Scales (LJSS)

Descriptive Statistics

	Mean	Std. Deviation	Analysis N

VAR00001	3.4884	.73589	43
VAR00002	3.3023	.74113	43
VAR00003	3.0233	.93830	43
VAR00004	3.1395	.88859	43
VAR00005	2.7442	1.19708	43
VAR00006	2.7442	1.02569	43
VAR00007	2.3953	1.07215	43
VAR00008	2.8837	1.05129	43
VAR00009	2.1628	1.06749	43
VAR00010	2.2558	1.11469	43
VAR00011	3.1628	.89789	43
VAR00012	3.4186	.79380	43
VAR00013	3.0930	.89480	43
VAR00014	2.3488	.99723	43
VAR00015	2.4186	.93178	43
VAR00016	3.1860	.69884	43
VAR00017	2.6744	.99333	43
VAR00018	3.2791	.73438	43
VAR00019	2.8605	.80420	43
VAR00020	2.7442	.90219	43
VAR00021	3.1163	.98099	43
VAR00022	2.5581	.95873	43
VAR00023	2.4651	1.03162	43
VAR00024	2.9302	.91014	43
VAR00025	2.8140	.95757	43
VAR00026	2.7442	.87541	43
VAR00027	2.9070	.99556	43
VAR00028	2.7442	.72680	43
VAR00029	2.4884	.82728	43
VAR00030	2.3023	.80282	43
VAR00031	2.1163	1.00497	43
VAR00032	1.9302	1.03269	43
VAR00033	2.0233	.91257	43
VAR00034	2.2791	.79659	43
VAR00035	3.1395	.60085	43
VAR00036	2.6512	.99723	43
VAR00037	1.8605	1.08192	43
VAR00038	2.4884	.98494	43
VAR00039	2.8837	1.00497	43
VAR00040	2.2558	1.02569	43
VAR00041	2.1860	1.09666	43
VAR00042	2.2093	1.01320	43
VAR00043	2.3256	1.12802	43
VAR00044	2.3721	.97647	43
VAR00045	2.1163	1.05129	43
VAR00046	2.3953	1.15757	43
VAR00047	2.8140	1.09666	43
VAR00048	2.9767	.88609	43
VAR00049	3.0233	.88609	43
VAR00050	3.0000	.84515	43
VAR00051	2.5349	1.22180	43
VAR00052	3.0465	.65296	43
VAR00053	1.8140	1.53151	43
VAR00054	1.9070	1.68769	43
VAR00055	2.7674	1.10921	43

Factor Analysis

Commonalties

	Initial	Extraction

VAR00001	1.000	917
VAR00002	1.000	.871
VAR00003	1.000	.884
VAR00004	1.000	.777
VAR00005	1.000	.722
VAR00006	1.000	.775
VAR00007	1.000	.717
VAR00008	1.000	.813
VAR00009	1.000	.865
VAR00010	1.000	.835
VAR00011	1.000	.856
VAR00012	1.000	.830
VAR00013	1.000	.743
VAR00014	1.000	.847
VAR00015	1.000	.878
VAR00016	1.000	.832
VAR00017	1.000	.907
VAR00018	1.000	.676
VAR00019	1.000	.897
VAR00020	1.000	.855
VAR00021	1.000	.925
VAR00022	1.000	.860
VAR00023	1.000	.855
VAR00024	1.000	.907
VAR00025	1.000	.886
VAR00026	1.000	.751
VAR00027	1.000	865
VAR00028	1.000	.794
VAR00029	1.000	.891
VAR00030	1.000	.927
VAR00031	1.000	.862
VAR00032	1.000	.879
VAR00033	1.000	.831
VAR00034	1.000	.835
VAR00035	1.000	.819
VAR00036	1.000	.770
VAR00037	1.000	.861
VAR00038	1.000	.879
VAR00039	1.000	.870
VAR00040	1.000	.877
VAR00041	1.000	.869
VAR00042	1.000	.846
VAR00043	1.000	.909
VAR00044	1.000	.833
VAR00045	1.000	.805
VAR00046	1.000	.895
VAR00047	1.000	.806
VAR00048	1.000	.846
VAR00049	1.000	.894
VAR00050	1.000	.871
VAR00051	1.000	.883
VAR00052	1.000	.862
VAR00053	1.000	.753
VAR00054	1.000	.794
VAR00055	1.000	.871

Extraction Method: Principal
Component Analysis

Scree Plot
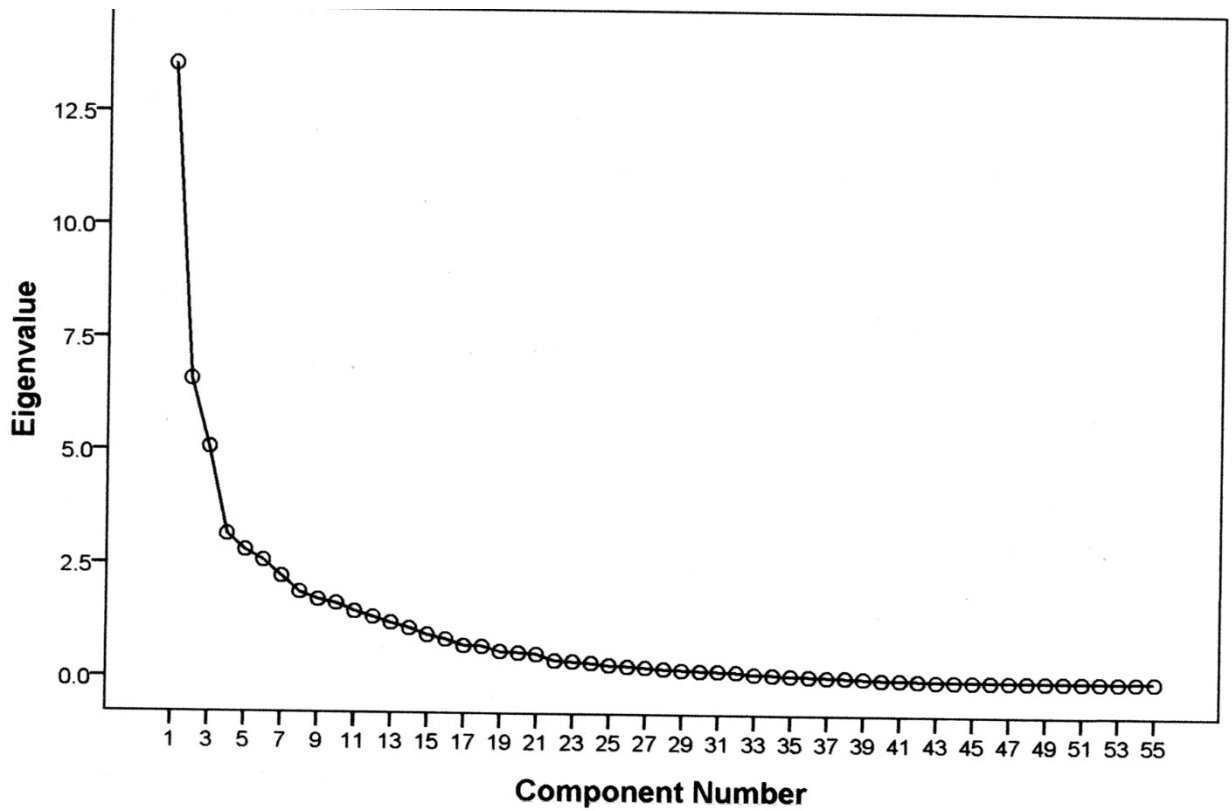
Component Matrix

	Component						
	1	2	3	4	5	6	7
VAR00012	.792	-.288	.024	-.122	.105	-.187	-.062

Extraction Method: Principal Component Analysis
   a.   14 components extracted

Component Matrix

	Component						
	8	9	10	11	12	13	14
VAR00012	.100	.106	-.008	-.050	.025	-.153	-.076

Extraction Method: Principal Component Analysis
   a.   14 components extracted

Rotated Component Matrix

	Component

	1	2	3	4	5	6	7
VAR00008	.232	.106	.184	.131	-.090	.008	.186
VAR00006	.304	-.294	-.058	-.251	-.398	.127	.119
VAR00028	-.100	.134	.113	.071	.246	.050	-.034
VAR00035	.092	-.115	.185	.174	.146	.021	-.074
VAR00037	.261	.500	.178	-.093	.147	.088	-.061
VAR00009	.371	.253	.391	.134	-.026	.142	.182
VAR00007	.331	.346	.154	.000	.196	-.064	.290
VAR00027	.359	.241	.159	.165	-.246	.133	-.059
VAR00018	-.136	.234	-.006	.458	.054	-.081	-.287
VAR00021	.215	.222	.154	.218	-.290	.128	.168
VAR00047	.083	.010	.478	-.086	.171	.205	.108
VAR00031	-.100	.043	.034	.169	.238	.149	.057

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization
   a.   Rotation converged in 23 iterations.

Rotated Component Matrix

	Component						
	8	9	10	11	12	13	14
VAR00008	.007	.800	-.047	-.044	..048	-.006	-.036
VAR00006	-.227	.424	-.114	-.128	.204	.114	-.163
VAR00028	-.038	.003	.814	.084	-.002	-.101	.054
VAR00035	-.053	-.161	.351	.654	.283	-,216	.085
VAR00037	.031	.078	.172	-.571	.089	.145	.278
VAR00009	-.128	.224	.174	.550	-.172	.021	..103
VAR00007	.193	.022	.205	.440	-.214	.031	-.132
VAR00027	.095	.043	-.031	.035	.722	.041	-.088
VAR00018	.226	.192	-.016	-.019	.466	-.023	.029
VAR00021	-.041	.010	-.153	-.153	.081	.758	-.021
VAR00047	.191	.016	-.064	-.087	-.073	.652	-.040
VAR00031	-.004	-.012	.030	-.029	-.018	-.044	.857

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization
   a.   Rotation converged in 23 iterations.

Component Transformation Matrix

component	1	2	3	4	5	6	7
1	.572	.487	.545	.077	-.077	.050	.194
2	-.430	.451	.152	.200	.640	.077	-.020
3	.061	-.138	-.185	.881	-.162	.278	.097
4	-.323	-.118	.329	-.190	-.228	.452	-.117
5	.228	-.494	.067	-.156	.420	-.004	.414

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization

Component Transformation Matrix

component	8	9	10	11	12	13	14
1	..224	.096	.-.071	..051	.060	.118	-.033
2	.057	-.104	.282	.053	-.017	.000	.189
3	.024	.064	.063	.160	.137	-.018	.032
4	-.010	.465	.232	-.112	.404	.142	.039
5	.093	.248	.285	.415	-.044	-.044	-.008

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization

Component Transformation Matrix

Component	1	2	3	4	5	6	7
6	.344	.007	-.325	.026	.238	-.279	-.368
7	.002	-.025	-.260	-.045	.270	.358	.406
8	.440	-.088	-.031	-.116	.231	.546	-.328
9	.016	-.287	.417	.283	.187	-.396	-.002
10	.010	.417	-.346	-.085	-.001	-.012	.214
11	-.034	.014	.159	-.028	-.107	.103	.022
12	.087	.0.47	-.193	-.048	-.260	-.110	.030
13	-.070	-.096	.002	-.020	.151	-.067	-.307
14	-.028	.015	-.045	-.105	-.097	-.145	.467

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization

Component Transformation Matrix

Component	8	9	10	11	12	13	14
6	.190	.365	.171	-.269	.402	-.237	.103
7	.230	.148	.148	-.524	-.084	.163	.080
8	-.416	-.342	-.342	-.028	.081	.062	.157
9	-.482	.145	.145	-.365	-.025	.219	.137
10	-.607	.425	.425	.268	.039	.121	-.079
11	-.084	.190	.190	.084	-.203	-.678	.579
12	.113	.055	.055	-.039	-.312	.462	.628
13	.203	.029	.029	.470	.249	.371	.271
14	-.117	-.430	-.430	-.041	.664	-.063	.301

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Nomalization

Validity of Librarian Organisational Commitment Scales (LOCS)

Descriptive statistics

	Mean	Std. Deviation	Analysis N

VAR00056	2.7442	1.13585	43
VAR00057	3.2093	.80351	43
VAR00058	3.1860	.76394	43
VAR00059	2.9535	1.04548	43
VAR00060	2.8372	.94944	43
VAR00061	2.9302	.98550	43
VAR00062	3.0698	.91014	43
VAR00063	3.0465	.81514	43
VAR00064	2.5581	1.11915	43
VAR00065	3.0930	.81105	43
VAR00066	2.4186	1.07421	43
VAR00067	2.6977	.86009	43
VAR00068	2.4884	.96046	43
VAR00069	1.9302	.96103	43
VAR00070	2.4419	1.00717	43
VAR00071	2.1860	1.00607	43
VAR00072	2.6279	.90035	43
VAR00073	2.4884	1.03215	43
VAR00074	2.7442	1.13585	43
VAR00075	2.3023	1.14507	43
VAR00076	2.7209	1.11964	43
VAR00077	2.5814	.87919	43
VAR00078	2.9070	.86778	43
VAR00079	2.7907	.86073	43
VAR00080	3.0000	.84515	43
VAR00081	2.1860	1.00607	43
VAR00082	2.3488	1.02082	43
VAR00083	2.7907	.80351	43
VAR00084	2.8837	1.17937	43
VAR00085	2.5116	.98494	43

Commonalties

	Initial	Extraction
VAR00056	1.000	.840
VAR00057	1.000	.873
VAR00058	1.000	.907
VAR00059	1.000	.758
VAR00060	1.000	.842
VAR00061	1.000	.888
VAR00062	1.000	.810
VAR00063	1.000	.816
VAR00064	1.000	.739
VAR00065	1.000	.724
VAR00066	1.000	.723
VAR00067	1.000	.825
VAR00068	1.000	.706
VAR00069	1.000	.564

Commonalties

	Initial	Extraction
VAR00070	1.000	.831
VAR00071	1.000	.707
VAR00072	1.000	.746
VAR00073	1.000	.765
VAR00074	1.000	.814
VAR00075	1.000	.759
VAR00076	1.000	.782
VAR00077	1.000	.723
VAR00078	1.000	.869
VAR00079	1.000	.872
VAR00080	1.000	.894
VAR00081	1.000	.709
VAR00082	1.000	.743
VAR00083	1.000	.841
VAR00084	1.000	.800
VAR00085	1.000	.887

Scree Plot
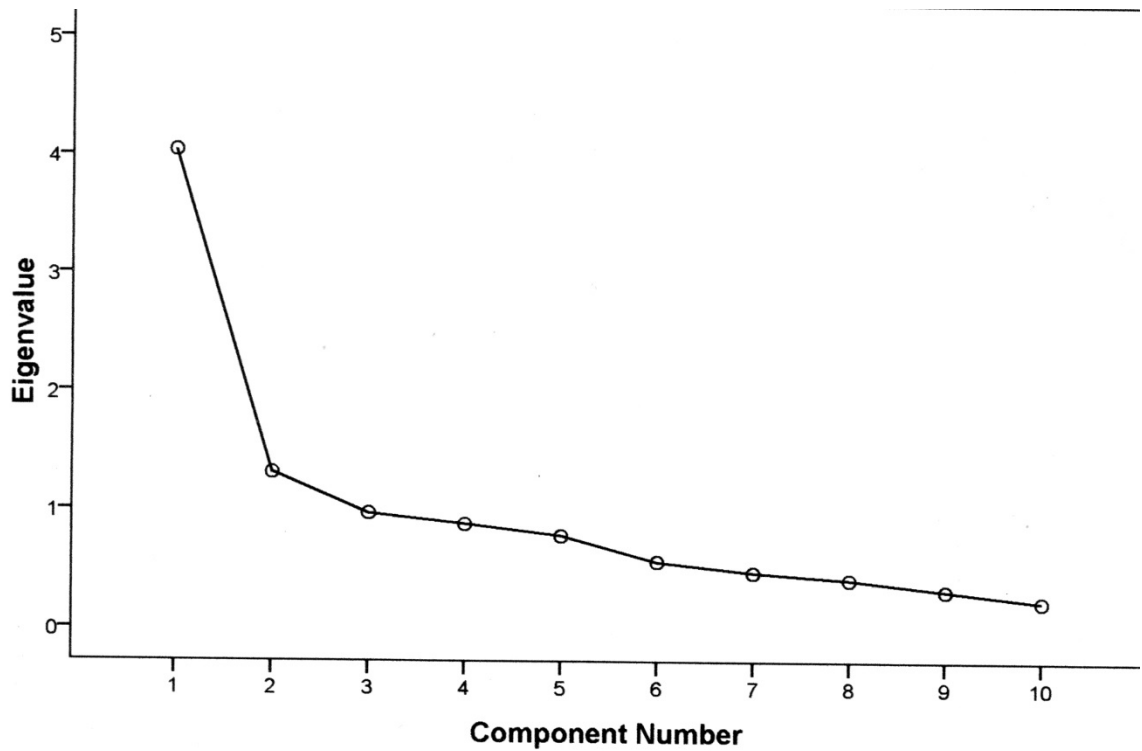
Component Matrix

	Component							
	1	2	3	4	5	6	7	8
VAR00057	.803	-.276	.215	-.071	.248	.248	-.029	.194
VAR00058	.803	-.326	.073	.081	.281	.281	-.192	.105
VAR00078	.800	.034	-.417	.047	-.041	-.041	-.099	.029
VAR00059	.796	-.271	-.142	-.066	.044	.044	-.099	-.097
VAR00080	.780	-.063	-.446	-.067	.233	.233	.056	.042
VAR00060	.774	-.452	.096	.029	-.030	-.030	-.090	-.113
VAR00079	.760	.009	-.429	-.022	-.156	-.156	.058	-.147
VAR00062	.760	-.296	.361	-.009	.009	.009	-.039	.068
VAR00061	.758	-.238	.322	-.042	-.042	-.297	.004	-.238
VAR00063	.746	-.332	.263	-.127	-.127	.202	-.003	.145
VAR00074	.737	.258	-.037	-.231	-.231	-.335	-.132	-..139
VAR00065	.728	-.237	.152	.065	.065	.256	-.137	-.125
VAR00083	.689	.275	-.236	-.268	-.268	.242	.304	-.009
VAR00076	.666	.109	-.278	.142	.142	-.423	-.083	-.003
VAR00056	.659	-.317	.407	-.087	-.087	-.336	.062	-.115

Extraction Method: Principal Component Analysis

a. 8 components extracted

Component Matrix

	Component							
	1	2	3	4	5	6	7	8

VAR00064	.632	-.210	.-206	.241	.-.151	.358	.118	.173
VAR00081	.631	-.166	-.222	.072	-.170	.252	.319	.189
VAR00077	.619	.273	.-094	-.175	.082	.229	-.403	-.072
VAR00085	.561	.288	.-041	-487	.328	.185	.330	-.016
VAR00069	.560	.348	.077	.014	-.339	-.008	-.045	.077
VAR00068	.517	.334	.399	.011	.000	-.068	-.121	.385
VAR00070	.284	.664	.063	-.011	-.026	-.411	-.207	.306
VAR00073	.403	.582	.369	.118	-.137	.182	.011	-.248
VAR00075	.473	.577	.008	-.275	-.203	.089	.246	.130
VAR00072	.395	.573	.217	.137	.269	.286	.134	-.154
VAR00071	.265	.506	.152	.382	.272	.093	-.316	-.172
VAR00082	.239	.024	.002	.644	-.048	.180	.092	.476
VAR00066	.278	-.048	.228	.557	.010	-.130	.457	-.234
VAR00084	.421	.118	-.465	.488	.145	.237	-.198	-.195
VAR00067	.405	.212	.087	.229	.205	-.632	.319	-.115

Extraction Method: Principal Component Analysis

a. 8 components extracted

Rotated Component Matrix

	Component							
	1	2	3	4	5	6	7	8
VAR00057	.859	.143	.240	-.005	.036	.036	.159	.040
VAR00058	.859	.338	.071	-.113	.083	.083	.069	.051
VAR00063	.856	.101	.207	.035	-.041	-.041	.080	.065
VAR00062	.827	.053	.108	.263	.069	.069	.181	.040
VAR00060	.808	.309	.015	.217	.034	.034	.128	.020
VAR00065	.759	.266	.067	-.001	.219	.219	-.027	.153
VAR00061	.692	.223	.006	.568	.011	.011	-.037	.189
VAR00056	.687	.044	.022	.583	-.092	-.092	.066	.103
VAR00059	.662	.491	.185	.126	.076	.076	.085	-.062
VAR00079	.303	.811	.219	.207	-.026	-.026	.015	.162
VAR00078	.377	.794	.179	.073	.072	.072	.124	.045
VAR00080	.452	.704	.390	-.148	.020	.020	.095	.072
VAR00076	.195	.700	-.021	.403	.016	.016	.176	.086
VAR00084	.058	.588	-.017	-.112	.545	.545	.320	-.002
VAR00085	.274	.121	.876	.058	.110	.110	-.093	-.020
VAR00083	.260	.391	.764	.055	.140	.140	.056	.065
VAR00075	-.045	.172	.604	-.449	.098	.098	.092	-.012
VAR00074	.308	.473	.271	.574	.167	.167	-.066	-.127
VAR00069	.155	.284	.159	.499	.173	.173	.158	.006
VAR00071	.045	.071	-.015	-.006	.798	.798	.033	.084

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 13 iterations.

Rotated Component Matrix

	Component

	1	2	3	4	5	6	7	8
VAR00072	.063	-.060	.470	.164	.657	.129	.111	.171
VAR00073	.046	-.045	.232	.545	.585	.210	.017	.153
VAR00077	.339	.372	.263	.173	.452	.170	-.053	-.368
VAR00070	-.085	.212	.112	.087	.221	.838	-.062	.059
VAR00068	.367	-.064	.170	.218	.217	.638	.192	.004
VAR00082	.083	.044	-.126	-.053	.155	.183	.798	.146
VAR00064	.388	.367	.159	.186	.038	-.164	.602	-.057
VAR00081	.336	.363	.339	.221	-.133	-.119	.518	.036
VAR00067	.176	.265	.140	-.052	.084	.345	-.121	.749
VAR00066	.168	.007	-.034	.153	.173	-.144	.266	.740

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.
  a. Rotation converged in 13 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6	7	8
1	.684	.493	.323	.283	.192	.166	.177	.096
2	-.535	.034	.364	.198	.518	.516	-.071	.036
2	.384	-.772	-.129	.330	.154	.229	-.114	.204
4	-.090	.089	-.506	-.117	.411	-.063	.575	.458
5	.239	-.167	.321	-.808	.346	-.034	-.159	.112
6	-.019	-.270	.279	.164	.329	-.495	.443	-.522
7	-.175	-.158	.553	.090	-367	-.236	.249	.615
8	.045	-.158	.060	-.266	-.373	.590	.580	-.274

Extraction Method: Principal Component Analysis
Rotation Method: Varimax with Kaiser Normalization.

APPENDIX IV

COMPUTATION FOR RELIABILITY TEST

LIBRARIAN JOB SATISFACTION SCALE (LJSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.912	.914	55

Scale: LIBRARIAN WORK SATISFACTION SCALE (LWSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

b. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.859	.875	13

Scale: LIBRARIAN PAY SATISFACTION SCALE (LPSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.847	.849	7

Scale: LIBRARIAN PROMOTION SATISFACTION SCALE (LPSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.776	.780	7

Scale: LIBRARIAN WORK ENVIRONMENT SATISFACTION SCALE (LWESS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.673	.689	10

Scale: LIBRARIAN SUPERVISION SATISFACTION SCALE (LSSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.918	.918	9

Scale: LIBRARIAN COWORKER SATISFACTION SCALE (LJSS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

b. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.735	.826	9

LIBRARIAN ORGANISATIONAL COMMITMENT SCALE (LOCS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

c. Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.936	.940	30

Scale: LIBRARIAN AFFECTIVE COMMITMENT SCALE (LACS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

    d.   Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.941	.946	10

Scale: LIBRARIAN CONTINUANCE COMMITMENT SCALE (LCCS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

    e.   Listwise deletion based on all Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.823	.826	10

Scale: LIBRARIAN NOMATIVE COMMITMENT SCALE (LNCS)

Case Processing Summary

		N	%
Cases	Valid	43	100.0
	Excluded [a]	0	.0
	Total	43	100.0

a. Listwise deletion based on all
    Variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
.865	.875	10

APPENDIX V

Testing of Hypotheses

```
FREQUENCIES VARIABLES=sex age Experience Qualification status
institution B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13 B14 B15 B16 B17
B18 B19 B20 B21 B22 B23 B24 B25 B26 B27 B28 B29 B30 B31 B32 B33 B34 B35
B36 B37 B38 B39 B40 B41 C42 C43 C44 C45 C46 C47 C48 C49 C50 C51 C52 C53
C54 C55 C56 C57 C58 C59 C60 C61 C62 C63 C64 C65 C66 C67
  /ORDER=ANALYSIS.
```

Frequencies

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Frequency Table

sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 male	83	44.9	44.9	44.9
	2.00 female	102	55.1	55.1	100.0
	Total	185	100.0	100.0	

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 20- 30years	43	23.2	23.2	23.2
	2.00 31- 40years	79	42.7	42.7	65.9
	3.00 41- 50years	43	23.2	23.2	89.2
	4.00 51- 60years	14	7.6	7.6	96.8
	5.00 above 60years	6	3.2	3.2	100.0
	Total	185	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 0-5yrs	62	33.5	33.5	33.5
	2.00 6- 10yrs	51	27.6	27.6	61.1
	3.00 11- 15yrs	28	15.1	15.1	76.2
	4.00 16- 20yrs	18	9.7	9.7	85.9
	5.00 21-25yrs	12	6.5	6.5	92.4
	6.00 26- 20yrs	9	4.9	4.9	97.3
	7.00 above 30yrs	5	2.7	2.7	100.0
	Total	185	100.0	100.0	

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 BLS/BSC or equivalent	114	61.6	61.6	61.6
	2.00 MLS/MSc or equivalent	53	28.6	28.6	90.3
	3.00 PhD	18	9.7	9.7	100.0
	Total	185	100.0	100.0	

status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00 deputy university librarian	1	.5	100.0	100.0
Missing	System	184	99.5		
Total		185	100.0		

B1 i have the chance to be of service to library users

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00 agreed	57	30.8	30.8	30.8
	4.00 strongly agreed	128	69.2	69.2	100.0
	Total	185	100.0	100.0	

B2 my job makes good use of my skills/abilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	11	5.9	5.9	5.9
	2.00 disagree	16	8.6	8.6	14.6
	3.00 agreed	65	35.1	35.1	49.7
	4.00 strongly agreed	93	50.3	50.3	100.0
	Total	185	100.0	100.0	

B3 my job is very challenging

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	14	7.6	7.6	7.6
	2.00 disagree	32	17.3	17.3	24.9
	3.00 agreed	64	34.6	34.6	59.5
	4.00 strongly agreed	75	40.5	40.5	100.0
	Total	185	100.0	100.0	

B4 my job makes me feel as though i am being productive

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	15	8.1	8.1	8.1
	2.00 disagree	24	13.0	13.0	21.1
	3.00 agreed	64	34.6	34.6	55.7

	Frequency	Percent	Valid Percent	Cumulative Percent
4.00 strongly agreed	82	44.3	44.3	100.0
Total	185	100.0	100.0	

B5 i recieve praise for a job well done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	11	5.9	5.9	5.9
	2.00 disagree	23	12.4	12.4	18.4
	3.00 agreed	84	45.4	45.4	63.8
	4.00 strongly agreed	67	36.2	36.2	100.0
	Total	185	100.0	100.0	

B6 the work allocated to me is reasonable

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	19	10.3	10.3	10.3
	2.00 disagree	34	18.4	18.4	28.6
	3.00 agreed	66	35.7	35.7	64.3
	4.00 strongly agreed	66	35.7	35.7	100.0
	Total	185	100.0	100.0	

B7 i have the freedom to make my own decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	6	3.2	3.2	3.2
	2.00 disagree	9	4.9	4.9	8.1
	3.00 agreed	70	37.8	37.8	45.9
	4.00 strongly agreed	100	54.1	54.1	100.0
	Total	185	100.0	100.0	

B8 i feel that my job in the library is secure

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	15	8.1	8.1	15.1
	3.00 agreed	80	43.2	43.2	58.4
	4.00 strongly agreed	77	41.6	41.6	100.0
	Total	185	100.0	100.0	

B9 there is ample opportunity to acquire new knowledge/skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	12	6.5	6.5	6.5
	2.00 disagree	6	3.2	3.2	9.7
	3.00 agreed	69	37.3	37.3	47.0
	4.00 strongly agreed	98	53.0	53.0	100.0
	Total	185	100.0	100.0	

B10 my job in the librarry gives me good social standing

	Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	91	49.2	49.2	49.2
	2.00 disagree	52	28.1	28.1	77.3
	3.00 agreed	31	16.8	16.8	94.1
	4.00 strongly agreed	11	5.9	5.9	100.0
	Total	185	100.0	100.0	

B11 i feel the amount of pay i get for the job i do is adequate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	16	8.6	8.6	8.6
	2.00 disagree	23	12.4	12.4	21.1
	3.00 agreed	83	44.9	44.9	65.9
	4.00 strongly agreed	63	34.1	34.1	100.0
	Total	185	100.0	100.0	

B12 i feel my pay is better than that of my countemporaries in ither libraries

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	102	55.1	55.1	55.1
	2.00 disagree	61	33.0	33.0	88.1
	3.00 agreed	12	6.5	6.5	94.6
	4.00 strongly agreed	10	5.4	5.4	100.0
	Total	185	100.0	100.0	

B13 my job provides me with stready income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	88	47.6	47.6	47.6
	2.00 disagree	64	34.6	34.6	82.2
	3.00 agreed	20	10.8	10.8	93.0
	4.00 strongly agreed	13	7.0	7.0	100.0
	Total	185	100.0	100.0	

B14 my pay encourages me to put my best in the job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	11	5.9	5.9	13.0
	3.00 agreed	87	47.0	47.0	60.0
	4.00 strongly agreed	74	40.0	40.0	100.0
	Total	185	100.0	100.0	

B15 i earn a good salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	20	10.8	10.8	10.8
	2.00 disagree	32	17.3	17.3	28.1
	3.00 agreed	65	35.1	35.1	63.2
	4.00 strongly agreed	68	36.8	36.8	100.0
	Total	185	100.0	100.0	

B16 my income enables me to live in a manner i consider adequate

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	10	5.4	5.4	5.4
2.00 disagree	21	11.4	11.4	16.8
Valid 3.00 agreed	85	45.9	45.9	62.7
4.00 strongly agreed	69	37.3	37.3	100.0
Total	185	100.0	100.0	

B17 i get promoted when i'm due

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	11	5.9	5.9	5.9
2.00 disagree	18	9.7	9.7	15.7
Valid 3.00 agreed	68	36.8	36.8	52.4
4.00 strongly agreed	88	47.6	47.6	100.0
Total	185	100.0	100.0	

B18 there is prospect for promotion in the library

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	9	4.9	4.9	4.9
2.00 disagree	16	8.6	8.6	13.5
Valid 3.00 agreed	77	41.6	41.6	55.1
4.00 strongly agreed	83	44.9	44.9	100.0
Total	185	100.0	100.0	

B19 there are opportunities for me to rise to the highest cadre in the library

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	14	7.6	7.6	7.6
2.00 disagree	12	6.5	6.5	14.1
Valid 3.00 agreed	87	47.0	47.0	61.1
4.00 strongly agreed	72	38.9	38.9	100.0
Total	185	100.0	100.0	

B20 i forsee good opportunity for promotion in the library

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	81	43.8	43.8	43.8
2.00 disagree	65	35.1	35.1	78.9
Valid 3.00 agreed	24	13.0	13.0	91.9
4.00 strongly agreed	15	8.1	8.1	100.0
Total	185	100.0	100.0	

B21 i enjoy carrying out research to meet my promotion requirement

	Frequency	Percent	Valid Percent	Cumulative Percent
1.00 strongly disagree	19	10.3	10.3	10.3
2.00 disagree	24	13.0	13.0	23.2
Valid 3.00 agreed	66	35.7	35.7	58.9
4.00 strongly agreed	76	41.1	41.1	100.0
Total	185	100.0	100.0	

B22 my office environment is always neat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	107	57.8	57.8	57.8
	2.00 disagree	45	24.3	24.3	82.2
	3.00 agreed	21	11.4	11.4	93.5
	4.00 strongly agreed	12	6.5	6.5	100.0
	Total	185	100.0	100.0	

B23 the light in my office are adequate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	14	7.6	7.6	14.6
	3.00 agreed	79	42.7	42.7	57.3
	4.00 strongly agreed	79	42.7	42.7	100.0
	Total	185	100.0	100.0	

B24 the fans/airconditions are adequate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	84	45.4	45.4	45.4
	2.00 disagree	64	34.6	34.6	80.0
	3.00 agreed	24	13.0	13.0	93.0
	4.00 strongly agreed	13	7.0	7.0	100.0
	Total	185	100.0	100.0	

B25 the working tools are adequate

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	14	7.6	7.6	12.4
	3.00 agreed	78	42.2	42.2	54.6
	4.00 strongly agreed	84	45.4	45.4	100.0
	Total	185	100.0	100.0	

B26 my boss and i understand each other

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	82	44.3	44.3	44.3
	2.00 disagree	67	36.2	36.2	80.5
	3.00 agreed	21	11.4	11.4	91.9
	4.00 strongly agreed	15	8.1	8.1	100.0
	Total	185	100.0	100.0	

B27 my boss has a good idea of what librarianship is all about

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	14	7.6	7.6	12.4

	Frequency	Percent	Valid Percent	Cumulative Percent
3.00 agreed	67	36.2	36.2	48.6
4.00 strongly agreed	95	51.4	51.4	100.0
Total	185	100.0	100.0	

B28 i am comended when i do a good job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	11	5.9	5.9	5.9
	2.00 disagree	28	15.1	15.1	21.1
	3.00 agreed	69	37.3	37.3	58.4
	4.00 strongly agreed	77	41.6	41.6	100.0
	Total	185	100.0	100.0	

B29 my boss backs up his/her employees with top management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	20	10.8	10.8	17.8
	3.00 agreed	68	36.8	36.8	54.6
	4.00 strongly agreed	84	45.4	45.4	100.0
	Total	185	100.0	100.0	

B30 my boss/supervisor keeps me updated on things i ought to be aware of

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	10	5.4	5.4	5.4
	2.00 disagree	22	11.9	11.9	17.3
	3.00 agreed	84	45.4	45.4	62.7
	4.00 strongly agreed	69	37.3	37.3	100.0
	Total	185	100.0	100.0	

B31 my boss always gives me good advice

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	20	10.8	10.8	10.8
	2.00 disagree	33	17.8	17.8	28.6
	3.00 agreed	65	35.1	35.1	63.8
	4.00 strongly agreed	67	36.2	36.2	100.0
	Total	185	100.0	100.0	

B32 i have enough authority to carry out my owrk

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	11	5.9	5.9	10.8
	3.00 agreed	69	37.3	37.3	48.1
	4.00 strongly agreed	96	51.9	51.9	100.0
	Total	185	100.0	100.0	

B33 i receive praise for a job well done

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	8	4.3	4.3	4.3
	2.00 disagree	16	8.6	8.6	13.0
	3.00 agreed	70	37.8	37.8	50.8
	4.00 strongly agreed	91	49.2	49.2	100.0
	Total	185	100.0	100.0	

B34 my boss give me full support to carry out my duties

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	12	6.5	6.5	6.5
	2.00 disagree	32	17.3	17.3	23.8
	3.00 agreed	65	35.1	35.1	58.9
	4.00 strongly agreed	76	41.1	41.1	100.0
	Total	185	100.0	100.0	

B35 of the spirit of cooperation among my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	21	11.4	11.4	18.4
	3.00 agreed	65	35.1	35.1	53.5
	4.00 strongly agreed	86	46.5	46.5	100.0
	Total	185	100.0	100.0	

B36 of the chance to develop close freindship with my coworkers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	23	12.4	12.4	17.3
	3.00 agreed	85	45.9	45.9	63.2
	4.00 strongly agreed	68	36.8	36.8	100.0
	Total	185	100.0	100.0	

B37 of the friendlines of my coworkers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	19	10.3	10.3	10.3
	2.00 disagree	34	18.4	18.4	28.6
	3.00 agreed	65	35.1	35.1	63.8
	4.00 strongly agreed	67	36.2	36.2	100.0
	Total	185	100.0	100.0	

B38 my coworkers are easy to make friends with

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	7	3.8	3.8	3.8
	2.00 disagree	9	4.9	4.9	8.6
	3.00 agreed	72	38.9	38.9	47.6

	Frequency	Percent	Valid Percent	Cumulative Percent
4.00 strongly agreed	97	52.4	52.4	100.0
Total	185	100.0	100.0	

B39 of the personal relationship between my boss and his/her colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	12	6.5	6.5	6.5
	2.00 disagree	17	9.2	9.2	15.7
	3.00 agreed	79	42.7	42.7	58.4
	4.00 strongly agreed	77	41.6	41.6	100.0
	Total	185	100.0	100.0	

B40 i can maintain good relationship with my colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	13	7.0	7.0	7.0
	2.00 disagree	8	4.3	4.3	11.4
	3.00 agreed	68	36.8	36.8	48.1
	4.00 strongly agreed	96	51.9	51.9	100.0
	Total	185	100.0	100.0	

B41 my coworkers are interested in my professional welfare

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	92	49.7	49.7	49.7
	2.00 disagree	54	29.2	29.2	78.9
	3.00 agreed	29	15.7	15.7	94.6
	4.00 strongly agreed	10	5.4	5.4	100.0
	Total	185	100.0	100.0	

C42 i would be very happy to spend the rest of my career in this library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	17	9.2	9.2	9.2
	2.00 disagree	27	14.6	14.6	23.8
	3.00 agreed	78	42.2	42.2	65.9
	4.00 strongly agreed	63	34.1	34.1	100.0
	Total	185	100.0	100.0	

C43 i am proud to tell others i work in the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	102	55.1	55.1	55.1
	2.00 disagree	59	31.9	31.9	87.0
	3.00 agreed	13	7.0	7.0	94.1
	4.00 strongly agreed	11	5.9	5.9	100.0
	Total	185	100.0	100.0	

C44 i am willing to put in a great deal of effort beyound that normally expected in order to help the library grow

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	89	48.1	48.1	48.1
	2.00 disagree	63	34.1	34.1	82.2
	3.00 agreed	23	12.4	12.4	94.6

	Frequency	Percent	Valid Percent	Cumulative Percent
4.00 strongly agreed	10	5.4	5.4	100.0
Total	185	100.0	100.0	

C45 i feel like i belong to the library family

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	14	7.6	7.6	7.6
	2.00 disagree	10	5.4	5.4	13.0
	3.00 agreed	86	46.5	46.5	59.5
	4.00 strongly agreed	75	40.5	40.5	100.0
	Total	185	100.0	100.0	

C46 i would accept any type of assignment in order to keep working in the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	22	11.9	11.9	11.9
	2.00 disagree	30	16.2	16.2	28.1
	3.00 agreed	66	35.7	35.7	63.8
	4.00 strongly agreed	67	36.2	36.2	100.0
	Total	185	100.0	100.0	

C47 i feel emotionally attached to the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	10	5.4	5.4	5.4
	2.00 disagree	25	13.5	13.5	18.9
	3.00 agreed	82	44.3	44.3	63.2
	4.00 strongly agreed	68	36.8	36.8	100.0
	Total	185	100.0	100.0	

C48 the library inspires he very best in me in the way of job performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	10	5.4	5.4	5.4
	2.00 disagree	18	9.7	9.7	15.1
	3.00 agreed	67	36.2	36.2	51.4
	4.00 strongly agreed	90	48.6	48.6	100.0
	Total	185	100.0	100.0	

C49 i am very glad that i choose to work in the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	11	5.9	5.9	5.9
	2.00 disagree	15	8.1	8.1	14.1
	3.00 agreed	78	42.2	42.2	56.2
	4.00 strongly agreed	81	43.8	43.8	100.0
	Total	185	100.0	100.0	

C50 i find it difficult to agree with the library's policies on matters relating to her employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	15	8.1	8.1	8.1

	Frequency	Percent	Valid Percent	Cumulative Percent
2.00 disagree	13	7.0	7.0	15.1
3.00 agreed	86	46.5	46.5	61.6
4.00 strongly agreed	71	38.4	38.4	100.0
Total	185	100.0	100.0	

C51 deciding to work for the library was definitely not a mistake on my part

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00 strongly disagree	80	43.2	43.2	43.2
	2.00 disagree	66	35.7	35.7	78.9
Valid	3.00 agreed	24	13.0	13.0	91.9
	4.00 strongly agreed	15	8.1	8.1	100.0
	Total	185	100.0	100.0	

C52 it would be very hard for me to leave the library now even if i wanted to

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00 strongly disagree	17	9.2	9.2	9.2
	2.00 disagree	23	12.4	12.4	21.6
Valid	3.00 agreed	67	36.2	36.2	57.8
	4.00 strongly agreed	78	42.2	42.2	100.0
	Total	185	100.0	100.0	

C53 i am not afraid of what might happen if i quit my job in this library without having another job

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00 strongly disagree	110	59.5	59.5	59.5
	2.00 disagree	45	24.3	24.3	83.8
Valid	3.00 agreed	19	10.3	10.3	94.1
	4.00 strongly agreed	11	5.9	5.9	100.0
	Total	185	100.0	100.0	

C54 right now, staying with my job in this library is a matter of neccessity as much as desire

		Frequency	Percent	Valid Percent	Cumulative Percent
	1.00 strongly disagree	14	7.6	7.6	7.6
	2.00 disagree	17	9.2	9.2	16.8
Valid	3.00 agreed	77	41.6	41.6	58.4
	4.00 strongly agreed	77	41.6	41.6	100.0
	Total	185	100.0	100.0	

C55 if i had not already put so much of myslef into this job, i might consider working elsewhere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	86	46.5	46.5	46.5
	2.00 disagree	63	34.1	34.1	80.5
	3.00 agreed	24	13.0	13.0	93.5
	4.00 strongly agreed	12	6.5	6.5	100.0
	Total	185	100.0	100.0	

C56 one of the few negative consequences of leaving my job in this library, would be the scarcity of available alternative elsewhere

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	14	7.6	7.6	12.4
	3.00 agreed	79	42.7	42.7	55.1
	4.00 strongly agreed	83	44.9	44.9	100.0
	Total	185	100.0	100.0	

C57 i feel i have too few options to consider leaving the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	85	45.9	45.9	45.9
	2.00 disagree	69	37.3	37.3	83.2
	3.00 agreed	17	9.2	9.2	92.4
	4.00 strongly agreed	14	7.6	7.6	100.0
	Total	185	100.0	100.0	

C58 i owe a great deal to the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	14	7.6	7.6	12.4
	3.00 agreed	67	36.2	36.2	48.6
	4.00 strongly agreed	95	51.4	51.4	100.0
	Total	185	100.0	100.0	

C59 it would be very hard for me to leave the library even if wanted to

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	15	8.1	8.1	8.1
	2.00 disagree	30	16.2	16.2	24.3
	3.00 agreed	64	34.6	34.6	58.9
	4.00 strongly agreed	76	41.1	41.1	100.0

Total	185	100.0	100.0	

C60 one of the major reasons i continue to work for the library is that i believe that loyalty is important

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	16	8.6	8.6	8.6
	2.00 disagree	23	12.4	12.4	21.1
	3.00 agreed	64	34.6	34.6	55.7
	4.00 strongly agreed	82	44.3	44.3	100.0
	Total	185	100.0	100.0	

C61 jumping from library to library does not seem unethical to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	21	11.4	11.4	16.2
	3.00 agreed	83	44.9	44.9	61.1
	4.00 strongly agreed	72	38.9	38.9	100.0
	Total	185	100.0	100.0	

C62 i believe in the value of remaining loyal to my library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	22	11.9	11.9	11.9
	2.00 disagree	34	18.4	18.4	30.3
	3.00 agreed	62	33.5	33.5	63.8
	4.00 strongly agreed	67	36.2	36.2	100.0
	Total	185	100.0	100.0	

63 i feel a sense of moral obligation to continue working for the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	9	4.9	4.9	4.9
	2.00 disagree	11	5.9	5.9	10.8
	3.00 agreed	69	37.3	37.3	48.1
	4.00 strongly agreed	96	51.9	51.9	100.0
	Total	185	100.0	100.0	

C64 i really care about the fate of the library

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	34	18.4	18.4	18.4
	2.00 disagree	61	33.0	33.0	51.4
	3.00 agreed	58	31.4	31.4	82.7
	4.00 strongly agreed	32	17.3	17.3	100.0
	Total	185	100.0	100.0	

C65 the library management appreciates any extra time that i spend to do effiecient work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	32	17.3	17.3	17.3
	2.00 disagree	72	38.9	38.9	56.2
	3.00 agreed	61	33.0	33.0	89.2
	4.00 strongly agreed	20	10.8	10.8	100.0
	Total	185	100.0	100.0	

C66 the library has a great deal of personal meaning for me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	19	10.3	10.3	10.3
	2.00 disagree	42	22.7	22.7	33.0
	3.00 agreed	73	39.5	39.5	72.4
	4.00 strongly agreed	51	27.6	27.6	100.0
	Total	185	100.0	100.0	

C67 i feel justified to leave the library if i get a better job offer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00 strongly disagree	32	17.3	17.3	17.3
	2.00 disagree	38	20.5	20.5	37.8
	3.00 agreed	73	39.5	39.5	77.3
	4.00 strongly agreed	42	22.7	22.7	100.0
	Total	185	100.0	100.0	

```
DESCRIPTIVES VARIABLES=B1 B2 B3 B4 B5 B6 B7 B8 B9 B10 B11 B12 B13 B14
B15 B16 B17 B18 B19 B20 B21 B22 B23 B24 B25 B26 B27 B28 B29 B30 B31 B32
B33 B34 B35 B36 B37 B38 B39 B40 B41 C42 C43 C44 C45 C46 C47 C48 C49 C50
C51 C52 C53 C54 C55 C56 C57 C58 C59 C60 C61 C62 C63 C64 C65 C66 C67
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
B1 i have the chance to be of service to library users	185	3.00	4.00	3.6919	.46296
B2 my job makes good use of my skills/abilities	185	1.00	4.00	3.2973	.86177
B3 my job is very challenging	185	1.00	4.00	3.0811	.93769
B4 my job makes me feel as though i am being productive	185	1.00	4.00	3.1514	.93763
B5 i recieve praise for a job well done	185	1.00	4.00	3.1189	.84501
B6 the work allocated to me is reasonable	185	1.00	4.00	2.9676	.97748
B7 i have the freedom to make my own decisions	185	1.00	4.00	3.4270	.73450

B8 i feel that my job in the library is secure	185	1.00	4.00	3.1946	.86286
B9 there is ample opportunity to acquire new knowledge/skills	185	1.00	4.00	3.3676	.83081
B10 my job in the librarry gives me good social standing	185	1.00	4.00	1.7946	.92723
B11 i feel the amount of pay i get for the job i do is adequate	185	1.00	4.00	3.0432	.90185
B12 i feel my pay is better than that of my countemporaries in ither libraries	185	1.00	4.00	1.6216	.83247
B13 my job provides me with stready income	185	1.00	4.00	1.7730	.90429
B14 my pay encourages me to put my best in the job	185	1.00	4.00	3.2000	.83925
B15 i earn a good salary	185	1.00	4.00	2.9784	.98883
B16 my income enables me to live in a manner i consider adequate	185	1.00	4.00	3.1514	.82673
B17 i get promoted when i'm due	185	1.00	4.00	3.2595	.86460
B18 there is prospect for promotion in the library	185	1.00	4.00	3.2649	.81435
B19 there are opportunities for me to rise to the highest cadre in the library	185	1.00	4.00	3.1730	.85486
B20 i forsee good opportunity for promotion in the library	185	1.00	4.00	1.8541	.93559
B21 i enjoy carrying out research to meet my promotion requirement	185	1.00	4.00	3.0757	.97507
B22 my office environment is always neat	185	1.00	4.00	1.6649	.91847
B23 the light in my office are adequate	185	1.00	4.00	3.2108	.86218
B24 the fans/airconditions are adequate	185	1.00	4.00	1.8162	.91411
B25 the working tools are adequate	185	1.00	4.00	3.2811	.80550
B26 my boss and i understand each other	185	1.00	4.00	1.8324	.92609
B27 my boss has a good idea of what librarianship is all about	185	1.00	4.00	3.3405	.81942
B28 i am comended when i do a good job	185	1.00	4.00	3.1459	.88790
B29 my boss backs up his/her employees with top management	185	1.00	4.00	3.2054	.89744
B30 my boss/supervisor keeps me updated on things i ought to be aware of	185	1.00	4.00	3.1459	.83099
B31 my boss always gives me good advice	185	1.00	4.00	2.9676	.98854
B32 i have enough authority to carry out my owrk	185	1.00	4.00	3.3622	.80331
B33 i receive praise for a job well done	185	1.00	4.00	3.3189	.80819
B34 my boss give me full support to carry out my duties	185	1.00	4.00	3.1081	.91437
B35 of the spirit of cooperation among my colleagues	185	1.00	4.00	3.2108	.90523
B36 of the chance to develop close freindship with my coworkers	185	1.00	4.00	3.1459	.81780
B37 of the friendlines of my coworkers	185	1.00	4.00	2.9730	.98042
B38 my coworkers are easy to make friends with	185	1.00	4.00	3.4000	.75325
B39 of the personal relationship between my boss and his/her colleagues	185	1.00	4.00	3.1946	.85654
B40 i can maintain good relationship with my colleagues	185	1.00	4.00	3.3351	.85726
B41 my coworkers are interested in my professional welfare	185	1.00	4.00	1.7676	.90591
C42 i would be very happy to spend the rest of my career in this library	185	1.00	4.00	3.0108	.92659
C43 i am proud to tell others i work in the library	185	1.00	4.00	1.6378	.85572
C44 i am willing to put in a great deal of effort beyound that normally expected in order to help the library grow	185	1.00	4.00	1.7514	.87403
C45 i feel like i belong to the library family	185	1.00	4.00	3.2000	.85211
C46 i would accept any type of assignment in order to keep working in the library	185	1.00	4.00	2.9622	1.00200
C47 i feel emotionally attached to the library	185	1.00	4.00	3.1243	.84100
C48 the library inspires he very best in me in the way of job performance	185	1.00	4.00	3.2811	.85142
C49 i am very glad that i choose to work in the library	185	1.00	4.00	3.2378	.83904
C50 i find it difficult to agree with the library's policies on matters relating to her employees	185	1.00	4.00	3.1514	.87154

	N				
C51 deciding to work for the library was definitely not a mistake on my part	185	1.00	4.00	1.8595	.93351
C52 it would be very hard for me to leave the library now even if i wanted to	185	1.00	4.00	3.1135	.95159
C53 i am not afraid of what might happen if i quit my job in this library without having another job	185	1.00	4.00	1.6270	.89462
C54 right now, staying with my job in this library is a matter of neccessity as much as desire	185	1.00	4.00	3.1730	.88608
C55 if i had not already put so much of myslef into this job, i might consider working elsewhere	185	1.00	4.00	1.7946	.90348
C56 one of the few negative consequences of leaving my job in this library, would be the scarcity of available alternative elsewhere	185	1.00	4.00	3.2757	.80400
C57 i feel i have too few options to consider leaving the library	185	1.00	4.00	1.7838	.90094
C58 i owe a great deal to the library	185	1.00	4.00	3.3405	.81942
C59 it would be very hard for me to leave the library even if wanted to	185	1.00	4.00	3.0865	.94586
C60 one of the major reasons i continue to work for the library is that i believe that loyalty is important	185	1.00	4.00	3.1459	.94713
C61 jumping from library to library does not seem unethical to me	185	1.00	4.00	3.1784	.81798
C62 i believe in the value of remaining loyal to my library	185	1.00	4.00	2.9405	1.01174
C63 i feel a sense of moral obligation to continue working for the library	185	1.00	4.00	3.3622	.80331
C64 i really care about the fate of the library	185	1.00	4.00	2.4757	.98395
C65 the library management appreciates any extra time that i spend to do effiecient work	185	1.00	4.00	2.3730	.89462
C66 the library has a great deal of personal meaning for me	185	1.00	4.00	2.8432	.94540
C67 i feel justified to leave the library if i get a better job offer	185	1.00	4.00	2.6757	1.01226
Valid N (listwise)	185				

```
DESCRIPTIVES VARIABLES=workSatisfaction PaySatisfaction
PromotionSatisfaction WorkingConditionSatisfaction
SupervisionSatisfaction CoWorkersSatisfaction AffectiveCommitment
ContinuanceCommitment NormativeCommitment WorkSattMean PatSattMean
PromtSattMean WorkConSattMean SupervisionSattMean coworkersSattMean
affective continuance normative JobSatisfaction
OrganisationalCommitment
  /STATISTICS=MEAN STDDEV MIN MAX.
```

Descriptives res1&2

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
workSatisfaction	185	13.00	40.00	31.0919	4.63531
PaySatisfaction	185	6.00	24.00	15.7676	2.95713
PromotionSatisfaction	185	5.00	20.00	14.6270	2.63676
WorkingConditionSatisfaction	185	4.00	16.00	9.9730	1.90089
SupervisionSatisfaction	185	9.00	36.00	27.4270	4.76015
CoWorkersSatisfaction	185	7.00	28.00	21.0270	3.68816
AffectiveCommitment	185	10.00	40.00	27.2162	4.43758

ContinuanceCommitment	185	8.00	32.00	21.1946	2.97909
NormativeCommitment	185	13.00	29.00	22.9946	3.55775
WorkSattMean	185	1.30	4.00	3.1092	.46353
PatSattMean	185	1.00	4.00	2.6279	.49285
PromtSattMean	185	1.00	4.00	2.9254	.52735
WorkConSattMean	185	1.00	4.00	2.4932	.47522
SupervisionSattMean	185	1.00	4.00	3.0474	.52891
coworkersSattMean	185	1.00	4.00	3.0039	.52688
affective	185	1.00	4.00	2.7216	.44376
continuance	185	1.00	4.00	2.6493	.37239
normative	185	1.63	3.63	2.8743	.44472
JobSatisfaction	185	44.00	164.00	119.9135	16.47340
OrganisationalCommitment	185	31.00	101.00	71.4054	9.03574
Valid N (listwise)	185				

```
CORRELATIONS
  /VARIABLES=JobSatisfaction OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations res3

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	Mean	Std. Deviation	N
JobSatisfaction	119.9135	16.47340	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		JobSatisfaction	OrganisationalComm itment
JobSatisfaction	Pearson Correlation	1	.925[**]
	Sig. (2-tailed)		.000
	N	185	185
OrganisationalCommitment	Pearson Correlation	.925[**]	1
	Sig. (2-tailed)	.000	
	N	185	185

**. Correlation is significant at the 0.01 level (2-tailed).

```
CORRELATIONS
  /VARIABLES=Qualification OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations res4

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	Mean	Std. Deviation	N

Qualification	1.4811	.66832	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		Qualification	OrganisationalCommitment
Qualification	Pearson Correlation	1	.020
	Sig. (2-tailed)		.790
	N	185	185
OrganisationalCommitment	Pearson Correlation	.020	1
	Sig. (2-tailed)	.790	
	N	185	185

```
CORRELATIONS
  /VARIABLES=age OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations res5

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	Mean	Std. Deviation	N
age	2.2486	1.00153	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		age	OrganisationalCommitment
age	Pearson Correlation	1	.067
	Sig. (2-tailed)		.366
	N	185	185
OrganisationalCommitment	Pearson Correlation	.067	1
	Sig. (2-tailed)	.366	
	N	185	185

```
CORRELATIONS
  /VARIABLES=sex OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations res6

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	Mean	Std. Deviation	N
sex	1.5514	.49871	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		sex	OrganisationalComm itment
sex	Pearson Correlation	1	.029
	Sig. (2-tailed)		.700
	N	185	185
OrganisationalCommitment	Pearson Correlation	.029	1
	Sig. (2-tailed)	.700	
	N	185	185

```
CORRELATIONS
  /VARIABLES=Experience OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

Correlations res7

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Descriptive Statistics

	Mean	Std. Deviation	N
Experience	2.5351	1.62525	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		Experience	OrganisationalComm itment
Experience	Pearson Correlation	1	-.003
	Sig. (2-tailed)		.964
	N	185	185
OrganisationalCommitment	Pearson Correlation	-.003	1
	Sig. (2-tailed)	.964	
	N	185	185

```
CORRELATIONS
  /VARIABLES=sex age Experience Qualification JobSatisfaction
OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /STATISTICS DESCRIPTIVES
  /MISSING=PAIRWISE.
```

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Correlations res8

Descriptive Statistics

	Mean	Std. Deviation	N
sex	1.5514	.49871	185
age	2.2486	1.00153	185
Experience	2.5351	1.62525	185
Qualification	1.4811	.66832	185
JobSatisfaction	119.9135	16.47340	185
OrganisationalCommitment	71.4054	9.03574	185

Correlations

		sex	age	Experience	Qualification	JobSatisfaction	OrganisationalCommitment
sex	Pearson Correlation	1	.029	.009	.064	.054	.029
	Sig. (2-tailed)		.698	.898	.386	.464	.700
	N	185	185	185	185	185	185
age	Pearson Correlation	.029	1	.612**	.064	.073	.067
	Sig. (2-tailed)	.698		.000	.387	.323	.366
	N	185	185	185	185	185	185
Experience	Pearson Correlation	.009	.612**	1	.087	.031	-.003
	Sig. (2-tailed)	.898	.000		.239	.678	.964
	N	185	185	185	185	185	185
Qualification	Pearson Correlation	.064	.064	.087	1	.035	.020
	Sig. (2-tailed)	.386	.387	.239		.637	.790
	N	185	185	185	185	185	185
JobSatisfaction	Pearson Correlation	.054	.073	.031	.035	1	.925**
	Sig. (2-tailed)	.464	.323	.678	.637		.000
	N	185	185	185	185	185	185
OrganisationalCommitment	Pearson Correlation	.029	.067	-.003	.020	.925**	1
	Sig. (2-tailed)	.700	.366	.964	.790	.000	
	N	185	185	185	185	185	185

**. Correlation is significant at the 0.01 level (2-tailed).

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
  /METHOD=ENTER JobSatisfaction.
```

Regression   hyp1

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JobSatisfaction^b	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925^a	.856	.855	3.44238

a. Predictors: (Constant), JobSatisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12854.047	1	12854.047	1084.731	.000^b
	Residual	2168.547	183	11.850		
	Total	15022.595	184			

a. Dependent Variable: OrganisationalCommitment
b. Predictors: (Constant), JobSatisfaction

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.564	1.865		5.666	.000
	JobSatisfaction	.507	.015	.925	32.935	.000

a. Dependent Variable: OrganisationalCommitment

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
```

```
/METHOD=ENTER Qualification.
```

Regression hyp2

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Qualification[b]	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.020[a]	.000	-.005	9.05863

a. Predictors: (Constant), Qualification

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.846	1	5.846	.071	.790[b]
	Residual	15016.749	183	82.059		
	Total	15022.595	184			

a. Dependent Variable: OrganisationalCommitment
b. Predictors: (Constant), Qualification

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71.010	1.623		43.755	.000
	Qualification	.267	.999	.020	.267	.790

a. Dependent Variable: OrganisationalCommitment

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
  /METHOD=ENTER age.
```

Regression hyp3

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	age[b]	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.067[a]	.004	-.001	9.04011

a. Predictors: (Constant), age

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.181	1	67.181	.822	.366[b]
	Residual	14955.413	183	81.724		
	Total	15022.595	184			

a. Dependent Variable: OrganisationalCommitment
b. Predictors: (Constant), age

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	70.049	1.637		42.783	.000
	age	.603	.665	.067	.907	.366

a. Dependent Variable: OrganisationalCommitment

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
  /METHOD=ENTER sex.
```

Regression hyp4

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	sex[b]	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.029[a]	.001	-.005	9.05670

a. Predictors: (Constant), sex

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.221	1	12.221	.149	.700[b]
	Residual	15010.374	183	82.024		
	Total	15022.595	184			

a. Dependent Variable: OrganisationalCommitment
b. Predictors: (Constant), sex

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	70.604	2.181		32.371	.000
	sex	.517	1.339	.029	.386	.700

a. Dependent Variable: OrganisationalCommitment

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
  /METHOD=ENTER Experience.
```

Regression hyp 5

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Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Experience[b]	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.003[a]	.000	-.005	9.06034

a. Predictors: (Constant), Experience

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.172	1	.172	.002	.964^b
	Residual	15022.423	183	82.090		
	Total	15022.595	184			

a. Dependent Variable: OrganisationalCommitment
b. Predictors: (Constant), Experience

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	71.453	1.237		57.781	.000
	Experience	-.019	.411	-.003	-.046	.964

a. Dependent Variable: OrganisationalCommitment

```
REGRESSION
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA COLLIN TOL CHANGE
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT OrganisationalCommitment
  /METHOD=ENTER sex age Experience Qualification JobSatisfaction.
```

Regression

[DataSet1] C:\Users\LOBUS\Documents\IKOLO VIOLET.sav

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	JobSatisfaction, Experience, sex, Qualification, age^b	.	Enter

a. Dependent Variable: OrganisationalCommitment
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.926^a	.858	.854	3.45481	.858	215.926	5	179	.000

a. Predictors: (Constant), JobSatisfaction, Experience, sex, Qualification, age

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12886.105	5	2577.221	215.926	.000^b

Residual	2136.489	179	11.936			
Total	15022.595	184				

a. Dependent Variable: OrganisationalCommitment

b. Predictors: (Constant), JobSatisfaction, Experience, sex, Qualification, age

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.371	2.086		5.451	.000		
	sex	-.388	.513	-.021	-.758	.450	.993	1.007
	age	.278	.323	.031	.863	.390	.622	1.609
	Experience	-.277	.199	-.050	-1.393	.165	.622	1.607
	Qualification	-.120	.383	-.009	-.312	.755	.988	1.013
	JobSatisfaction	.508	.016	.926	32.693	.000	.991	1.009

a. Dependent Variable: OrganisationalCommitment

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions					
				(Constant)	sex	age	Experience	Qualification	JobSatisfaction
1	1	5.437	1.000	.00	.00	.00	.00	.00	.00
	2	.279	4.412	.00	.03	.05	.37	.07	.00
	3	.137	6.291	.00	.12	.01	.03	.85	.01
	4	.080	8.243	.00	.21	.73	.55	.00	.00
	5	.057	9.728	.05	.61	.20	.04	.07	.09
	6	.009	24.830	.95	.03	.00	.00	.01	.90

a. Dependent Variable: OrganisationalCommitment

Descriptives

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
JobSatisfactionMean	185	1.07	4.00	2.9247	.40179
Commitment	185	1.19	3.88	2.7464	.34753
Valid N (listwise)	185				

```
CORRELATIONS
  /VARIABLES=JobSatisfaction AffectiveCommitment ContinuanceCommitment
NormativeCommitment OrganisationalCommitment
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
```

Correlations

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Correlations

		JobSatisfaction	AffectiveCommitment	ContinuanceCommitment	NormativeCommitment	Organisational Commitment
JobSatisfaction	Pearson Correlation	1	.771**	.721**	.783**	.925**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	185	185	185	185	185
AffectiveCommitment	Pearson Correlation	.771**	1	.618**	.466**	.878**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	185	185	185	185	185
ContinuanceCommitment	Pearson Correlation	.721**	.618**	1	.442**	.807**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	185	185	185	185	185
NormativeCommitment	Pearson Correlation	.783**	.466**	.442**	1	.768**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	185	185	185	185	185
OrganisationalCommitment	Pearson Correlation	.925**	.878**	.807**	.768**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	185	185	185	185	185

**. Correlation is significant at the 0.01 level (2-tailed).