Full Length Research

Job Satisfaction and Employees' Commitment in Federal University Libraries in South-South, Nigeria

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Abstract

This study investigated the influence of job satisfaction on commitment of librarians in federal university libraries in South-South, Nigeria. This study was necessary because it had been observed that lack of commitment had become a major issue for many organizations including university libraries and job satisfaction is pointed as an important means by which librarians' commitment can be improved. The population of the study was 252; total enumeration was adopted because the population size was manageable. A validated questionnaire using Exploratory Factor Analysis, with Cronbach's Alpha of 0.883 (employee commitment) and 0.923 (job satisfaction) was used for data collection. Data analysis was done using frequency counts, percentages, mean and standard deviation. The hypotheses were tested at 0.05 level of significance using simple and multiple linear regression analysis with the use SPSS version 21. The results show a high level of librarians' commitment ($\bar{x}$=2.86) and job satisfaction ($\bar{x}$=2.86). Job satisfaction significantly influenced librarians' commitment in federal universities in South-South, Nigeria (β= 0.511, t= 8.641, p<0.05). In addition, the relative influence showed that hygiene factors (β= 0.561, t= 6.346, p<0.05) had a positive significant influence on librarians' commitment; while motivation factors did not significantly influence librarians' commitment (β= -0.016, t= -0.181, p>0.05). The study recommended that appropriate formulation and implementation of policies that will enhance librarians' job satisfaction and commitment should be done. In addition, libraries in federal universities, South-South, Nigeria should assess their motivating factors in order to find out why it could not improve librarians' commitment.

Key words: Employee Commitment, Job Satisfaction, Librarians, South-South, Nigeria.

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INTRODUCTION

The library occupies a central position in any institution of higher learning. It has been described as the heart of the institution because it supports varying needs of both lecturers and students among which are teaching, research and entertainment. Employers in various institutions, make efforts to ensure they create an enabling work environment for their employees so they remain in the employment of the institutions after the investments that have been made in the training and development of employees. This is because when an employee leaves an organisation, it is more than the individual for it includes the knowledge and experience that have been gained over the years. More so, even when the employee can be replaced, going through the employment process followed by training the new employee is not a cheap endeavor in universities.

The university libraries are set up to support the teaching, learning, research and community services of their parent institutions. According to Awoyemi and Odefadehan (2017), university libraries are established to

provide high quality information services in support of teaching and research for academic staff members as well as acquisition of knowledge for the students. University libraries are meant to offer quality service to the users although it is largely dependent on the caliber of library personnel who determine the quality of service to the users (Idris & Usman, 2018). Thus, the university librarians occupy a central position in the university system and so need to have employees that are committed to the library mission. The university librarians assist in the achievement of the library mission by offering support with organized instructions on library use. Due to the nature of the services they provide, the library could be described as a service oriented organisation and so it requires well qualified and competent personnel. Ibegbulam and Eze (2016) stated that beyond provision of information resources, libraries need highly competent human resources in order to ensure that the information resources they provide are of good quality, and also available and accessible to users. Availability of competent librarians is not enough for the achievement of library aims and objectives. Commitment of librarians among other factors is important.

The success of the library is determined by the extent to which library personnel are dedicated and committed to the library goals and objectives as well as to the institution as a whole. Academic library staff need to be highly committed to their work, thus commitment among librarians is important and should be taken seriously. It is therefore imperative for the university administrators to make efforts to meet the expectations of the librarians if they want them to be committed to the organisational goals and objectives. When they fail to do so, the librarians would likely have low commitment which makes the achievement of organisational goals difficult. Thus, Yaya (2016) noted that it would be difficult for the library to meet the information needs of its users without commitment. Competent librarians are always looking for better opportunities, these opportunities include how their work is structured to make them have a feeling of personal job fulfillment and attachment to the institution. It has then become imperative for institutions to provide suitable working conditions and environment to keep the librarians from seeking out other opportunities. This trend has been compounded by global competitiveness in modern times due to technological advancement that has created more career opportunities for librarians. Badia and Madawaki (2016) reported that job commitment in many university libraries in Nigeria is low. Ajie, Soyemi and Omotunde (2015) observed high personnel turnover and mobility in Nigerian academic libraries.

Similarly, Udofia and Ibegwam (2019) observed the extraordinary levels of talent mobility and turnover, as employees seek to satisfy their diverse individual demands, leading to growing concern among organisations about retention of talented and experienced employees. Stating their views on turnover, Omeluzor, Dolapo, Agbawe, Onasote and Abayomi (2017) noted that the intention to quit a job is sometimes as a result of certain observable phenomenon within an organisation that adversely affects the growth, career and development of librarians. In order to overcome the challenges posed by the uncertain labor market, organisations develop strategies to attract, motivate and retain their valued employees. This can be achieved by igniting commitment to job and organisation, to prevent them from seeking greener pastures or risk being poached by another competing organisation. Sustaining organisational stability through commitment is essential in a university library.

According to Starnes and Truhon (2016), commitment is an emotional response that can be measured through individual's behavior, attitudes and belief, it ranges between very low and very high. The three dimensions of commitment are affective, continuance and normative commitment as proposed by Allen and Meyer (1997); these perspectives are adopted in this work to offer explanation on how librarians become committed to their university libraries. Affective commitment is the employees' positive emotional attachment to the organisation (Ogechukwu, Eketu & Needorn, 2018). Employees that are affectively committed to their organisation, desire to stay, identify with the organisational goals, feel that they fit into the organisation and are satisfied with their work. An affectively committed employee will remain in the organisation because they want to; this shows the emotional bond and identification that the employee has with the organisation, which is portrayed by feelings of devotion, belongingness and stability (Meyer Allen & Smith; 1993).

Continuance commitment on the other hand focuses on the cost involved in leaving the organisation (Agada & Zeb-Obipi, 2018). It relates to how much employees feel the need to stay at a currently employed organisation. In other words, continuance commitment happens when workers need to stay in their organisations probably for reasons such as social ties (friendship with colleagues) and accrued pension or terminal benefits among other reasons. Continuance commitment is displayed in employees who remain in the organisation because they are unable to match salary and/or benefits at another organisation. Continuance commitment is a calculative form of commitment (Okpu & Jaja, 2014). Employees who display this kind of commitment remain with the organisation because they need to and are aware of the cost associated with their leaving.

Normative commitment can be viewed as the feeling of moral obligation to an organisation that reflects the extent to which employees' personal philosophies or beliefs are similar to those of the organisation. It may also arise as a result of organisational socialisation that builds a sense of obligation-based commitment among employees.

Normative commitment also has to do with how much employees feel they should stay at their organisation. Employees who are normatively committed generally feel that they should stay at their organisations. Hence the three forms of commitment are crucial for the stability of any organisation especially libraries. However, one of the factors likely to influence employee commitment is job satisfaction.

Job satisfaction is an important construct that influences a person's work experience and probably their quality of life. According to Awoyemi and Odefadehan (2017) job satisfaction was first defined by Hoppock (1936) as a combination of psychological, physical and environmental circumstances that cause a person to say "I am satisfied with my job". Accordingly, Afshar and Doosti (2016) observed that job satisfaction connotes the way one feels about occasions, rewards, individuals, relation and measure of mental happiness at work. More recently, Yaya (2019) sees job satisfaction as an emotional response to a job situation which cannot be seen, but only be inferred. In essence, job satisfaction is the extent to which an individual likes or dislikes different aspects of their job. It involves a combination of various dimensions of a job ranging from the salaries, coworkers, working environment, working policies and many more. Thus, job satisfaction is usually perceived to be directly connected to productivity as well as to personal well-being.

According to Yaya, Opeke and Onuoha (2016), job satisfaction enhances the efficiency of workers in any organisation especially in the academic libraries; as a job satisfied worker is a happy and productive worker. This is because an employee spends between 30 to 35 years in the public service and it would be a long time for any employee to be unsatisfied with their job. Furthermore, Ajie and Omotunde (2015) noted that an employee spends most of his working life in the office, hence, it is important for such employee to be happy and satisfied because that is a pretty long time for an employee to endure being unsatisfied. There are several factors that ensure job satisfaction. Olusegun (2013) explains that factors such as pay, promotion, benefits, supervisor, co-workers, work conditions, communication, safety, productivity, and the work itself are important for job satisfaction. Anin, Ofori and Okyere (2015) also identify eight dimensions of job satisfaction as pay, recognition, and supervision, nature of work, job security, work environment and co-workers. For the purpose of this study, the hygiene and motivation factors as proposed by Herzberg (1959) are considered. The factors that affect job satisfaction are divided into two; they are hygiene and motivation factors. Hygiene factors are related to the need to avoid unpleasant situations. The hygiene factors include company policies and administration, supervisors, interpersonal relationships, working conditions and remuneration. While the motivation factors are associated with the need for growth or self-actualization. They include achievement, recognition, the work itself, responsibility, advancement and the promotion opportunities (Herzberg, 1966; Herzberg, 2003). For the purposes of this study, the hygiene factors that considered are supervision, interpersonal relationships, working conditions and remuneration and the motivation factors considered are achievement, recognition, the work itself, and promotion opportunities.

The hygiene factors include supervision which is the ability to provide emotional, technical assistance and support to subordinates. Supervision involves the human relation, technical knowledge and coordination of activities in organisations. Friendly and approachable supervisors easily win the trust of their subordinates. Supervision requires the competency or technical ability of the supervisor. This includes the supervisor's willingness to delegate authority, fairness and job knowledge. The ability of the supervisor to provide emotional, technical support and guidance with work related tasks forms a pivotal role relating to job satisfaction. Next is salary, which could be determined by the amount of payment or financial compensation a worker receives from his employer in exchange for job performed. Discontent arises among employees when workers feel they are not well paid for the services they render. This discontent causes workers unhappiness. Some organisations reward their workers satisfactorily in terms of good remuneration. Salary has the power to attract, retain, and motivate workers for higher performance. Furthermore, interpersonal relationship co-workers is another factor that contributes to job satisfaction of workers and could be seen as a key factor in determining job satisfaction. Relationships at the workplace involve daily interactions among employees. In an environment where employees have a lot in common, they work closely with one another. When these employees enjoy working together and their working environment is rewarding, job satisfaction will increase. This includes both job related interactions and social interactions within the work environment. In order to build effective working relationship, employees must be able to engage with others in a positive and productive way. Work condition also plays a vital role in employees' job satisfaction.

The motivation factors includes recognition, according to Anin, Ofori and Okyere (2015), apart from being a motivating factor that can enhance the performance of workers, recognition goes a long way in increasing the job satisfaction level of employees since it makes workers feel more valued by the organisations. When workers are recognized, and appreciated for their contribution to the organisations, it makes them more committed. Recognition maybe in form of awards and incentive packages given to workers. Employees respond positively to appreciation expressed through recognition

of their good work because it confirms that their good work is valued. Promotion opportunity is another factor that determines employees' job satisfaction. Promotions usually result in positive changes such as pay, job status, responsibilities and job autonomy. Another factor that determines job satisfaction is employee achievement. Employees often prepare themselves to achieve success on their jobs. Employees who adequately provide the needed services to derive some feelings of satisfaction by being able to achieve results. Finally, the work itself also plays a key role in motivating workers and improving productivity. It has to do with job description, nature of work and varieties of work. Employees derive satisfaction from work that is interesting and challenging and job that boosts their status. Job satisfaction is put forward as the antidote to employee commitment. Employees with favourable job satisfaction will likely be committed to the organisation.

STATEMENT OF THE PROBLEM

Librarians are important human resources in the library, their commitment is essential in order to ensure that the aims and objectives of the library are achieved. Regrettably, it has been observed that lack of commitment has become a major concern for many organisations including the library as it affects productivity and service quality. Badia and Madawaki (2016) established that there is low commitment among library employees in Nigerian universities. Additionally high employee turnover have also been reported in the university libraries (Ajie, Soyemi & Omotunde, 2015; Udofia & Ibeagwam, 2019). Attitudinal dispositions indicative of lack of commitment according to Okpu and Jaja (2014) include tardiness, low performance, indolence, cyberloafing and general ineffectiveness in service delivery. The implication of librarians having a low commitment to work is that it poses a threat to the success of the library and also results to poor quality service delivery.

A cogent means by which librarians' commitment could be improved seem to be through job satisfaction. This is important because librarians who are satisfied with their jobs may be more likely to help the library to achieve its set goals and objectives. In view of this, this study seeks to investigate the influence of job satisfaction on the commitment of librarians in federal university libraries in South-South, Nigeria.

OBJECTIVES OF THE STUDY

The main objective of this study is to investigate the influence of job satisfaction on the commitment of librarians in federal university libraries in South-South, Nigeria. The specific objectives are to:

1. ascertain the level of librarians' commitment in federal university libraries in South-South, Nigeria
2. determine librarians' level of job satisfaction in federal university libraries in South- South Nigeria
3. find out the influence of job satisfaction on librarians' commitment in federal universities in South-South, Nigeria.
4. ascertain the relative influence of job satisfaction on librarians' commitment in federal universities in South-South, Nigeria.

RESEARCH QUESTIONS

The following research questions would guide this study.

1. What is the level of librarians' commitment in federal universities in South-South, Nigeria?
2. What is the level of librarians' job satisfaction in federal universities in South-South, Nigeria?

RESEARCH HYPOTHESES

The following research hypotheses were formulated and will be tested at 0.05 level of significance.

H_{o1}: Job satisfaction does not significantly influence librarians' commitment in federal universities in South-South, Nigeria.
H_{o2}: There is no significant relative influence of job satisfaction on librarians' commitment in federal universities in South-South, Nigeria.

RESEARCH METHODOLOGY

Survey research design was adopted for this study. The total population for this study comprised of 252 library employees in seven (7) federal university libraries in South-South, Nigeria. Total enumeration was used because the population of library employees (252) was manageable.

PRESENTATION OF RESULTS

Research Question One: What is the level of librarians' commitment in federal universities in South-South, Nigeria?

Table 1. Level of Librarians Commitment

Variables	VHL Freq. (%)	HL Freq. (%)	LL Freq. (%)	VLL Freq. (%)	Mean $\bar{x}$	Standard Deviation (SD)
Affective Commitment (Mean = 3.01, SD = 0.87)						
I feel a 'strong' sense of belonging to my library.	81 (38)	95 (44.6)	26 (12.2)	11 (5.2)	3.15	0.83
I feel like 'part of the family' at my library.	76 (35.7)	91 (42.7)	33 (15.5)	13 (15.5)	3.08	0.87
I enjoy discussing about my library with people outside it.	67 (31.5)	104 (48.8)	31 (14.6)	11 (5.2)	3.07	0.82
This library has a great deal of personal meaning for me.	69 (32.4)	102 (47.9)	29 (13.6)	13 (6.1)	3.07	0.84
I would be very happy to spend the rest of my career with this library	71 (33.3)	85 (39.9)	37 (17.4)	20 (9.4)	2.97	0.94
I really feel as if this library's problems are my own.	64 (30)	94 (44.1)	37 (17.4)	18 (8.5)	2.96	0.90
I feel 'emotionally attached' to this library.	58 (27.2)	100 (46.9)	41 (19.2)	14 (6.6)	2.95	0.85
I think that I could easily become as attached to another library as I am to this one.	53 (24.9)	91 (42.7)	49 (23)	20 (9.4)	2.83	0.91
Normative Commitment (Mean = 2.82, SD = 0.91)						
I feel it is 'morally correct' to dedicate myself to this library	62 (29.1)	100 (46.9)	35 (16.4)	16 (7.5)	2.98	0.87
I continue to work for this library because I believe that loyalty is important	63 (29.6)	93 (43.7)	42 (19.7)	15 (7.0)	2.96	0.88
This library has a mission that I believe in and am committed to.	56 (26.3)	106 (49.8)	37 (17.4)	14 (6.6)	2.96	0.84
I am loyal to this library because I share the same values as the library.	52 (24.4)	102 (47.9)	35 (16.4)	24 (11.3)	2.85	0.92
My library deserves my loyalty because of its treatment towards me.	51 (23.9)	93 (43.7)	43 (20.2)	26 (12.2)	2.79	0.94
I feel that I owe this library quite a bit because of what it has done for me.	48 (22.5)	95 (44.6)	42 (19.7)	28 (13.1)	2.77	0.95
I feel I would be letting my co-workers down if I wasn't a member of this library	43 (20.2)	82 (38.5)	57 (26.8)	31 (14.6)	2.64	0.96
I feel a sense of guilt about leaving the organisation.	37 (17.4)	86 (40.4)	59 (27.7)	31 (14.6)	2.61	0.94
Continuance Commitment (Mean = 2.74, SD = 0.91)						
Right now, staying with my library is a matter of necessity as much as desire.	63 (29.6)	100 (46.9)	32 (15)	18 (8.5)	2.98	0.89
It would be very hard for me to leave my library right now, even if I wanted to.	39 (18.3)	107 (50.2)	47 (22.1)	20 (9.4)	2.77	0.86
One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice—another library may not match the overall benefits I have here.	44 (20.7)	99 (46.5)	46 (21.6)	24 (11.3)	2.77	0.91
One of the few serious consequences of leaving this library would be the scarcity of available alternatives.	42 (19.7)	93 (43.7)	53 (24.9)	25 (11.7)	2.71	0.92
Too much in my life would be disrupted if I decided to leave my organisation now.	42 (19.7)	96 (45.1)	46 (21.6)	29 (21.6)	2.71	0.94

Table 1 Continuation

	VHL	HL	LL	VLL	Mean	SD
It wouldn't be too costly for me to leave my organisation now.	43 (20.2)	85 (39.9)	61 (28.6)	24 (11.3)	2.69	0.92
I am not afraid of what might happen if I quit my job without having another one lined up.	43 (20.2)	89 (41.8)	52 (24.4)	29 (13.6)	2.69	0.95
I feel that I have very few options to consider leaving this library.	38 (17.8)	88 (41.3)	60 (28.2)	27 (12.7)	2.64	0.92
Average Overall Mean					**2.86**	**0.90**

Source: Field Survey 2021
KEY: VHL=Very High Level, HL=High Level, LL=Low Level, VLL=Very Low Level***Decision Rule if mean is 1 to 1.74 = Very Low Level; 1.75 to 2.49 =Low Level; 2.50 to 3.24 =High Level; 3.25 to 4= Very High Level

Table 1 shows that the level of librarians' commitment in federal universities in South-South, Nigeria was high ($\bar{x}$=2.86). Out of the indicators used to measure librarians commitment, affective commitment was the highest ($\bar{x}$=3.01), followed by normative commitment ($\bar{x}$=2.82) and continuance commitment ($\bar{x}$=2.74). Although librarians in federal universities in South-South rated their affective, normative and continuance commitment high, the analysis shows that affective commitment was strongest among library employees in federal universities in South-South, Nigeria, followed by normative commitment and continuance commitment.

Research Question Two: What is the level of librarians' job satisfaction in federal universities in South-South, Nigeria?

Table 2. Librarians' Level of Job Satisfaction

Variables	VHL Freq. (%)	HL Freq. (%)	LL Freq. (%)	VLL Freq. (%)	Mean $\bar{x}$	Standard Deviation (SD)
MOTIVATION FACTORS (Mean = 2.93, SD = 0.92)						
Achievement (Mean = 3.17, SD = 0.84)						
Completion of my job tasks on time	88 (41.3)	95 (44.6)	16 (7.5)	14 (6.6)	3.21	0.84
Utilization of my talents at work	85 (39.9)	96 (45.1)	20 (9.4)	12 (5.6)	3.19	0.83
Meeting all set deadlines at work	82 (38.5)	97 (45.5)	21 (9.9)	13 (6.1)	3.16	0.84
Ability to solve all job related problems	79 (37.1)	98 (46)	22 (10.3)	14 (6.6)	3.14	0.85
Work itself (Mean = 3.01, SD = 0.90)						
Keen interest in my job	71 (33.3)	98 (46)	29 (13.6)	15 (7.0)	3.06	0.87
Accomplishment of my job tasks easily	69 (32.4)	103 (48.4)	21 (9.9)	20 (9.4)	3.04	0.89
Introduction of innovative ideas in my work	68 (31.9)	99 (46.5)	28 (13.1)	18 (8.5)	3.02	0.89
Satisfied with the job content of my task	63 (29.6)	97 (45.5)	29 (13.6)	24 (11.3)	2.93	0.94
Recognition (Mean = 2.77, SD = 0.94)						
Recognition for work well done	63 (29.6)	80 (37.6)	42 (19.7)	28 (13.1)	2.84	1.00
Superior's acknowledgement of my creative suggestions that improve performance is	50 (23.5)	95 (44.6)	50 (23.5)	18 (8.5)	2.83	0.88
Satisfaction with the senior management valuation of my initiatives at work is	47 (22.1)	87 (40.8)	53 (24.9)	26 (12.2)	2.73	0.94
Recognition for team achievement	45 (21.1)	87 (40.8)	53 (24.9)	28 (13.1)	2.70	0.95

Continuation of Table 2

	VHL	HL	LL	VLL	Mean	SD
Promotion Opportunities (Mean = 2.76, SD = 0.98)						
Satisfaction with the promotion criteria	59 (27.7)	87 (40.8)	42 (19.7)	25 (11.7)	2.85	0.96
Satisfaction with my timely promotion	52 (24.4)	91 (42.7)	43 (20.2)	27 (12.7)	2.79	0.96
Satisfaction with the opportunity to acquire professional knowledge	55 (25.8)	77 (36.2)	47 (22.1)	34 (16)	2.72	1.02
Satisfaction with the opportunity to acquire new skill at work	50 (23.5)	78 (36.6)	54 (25.4)	31 (14.6)	2.69	0.99
HYGIENE FACTORS (Mean = 2.79, SD = 0.96)						
Interpersonal Relationship (Mean = 3.02, SD = 0.85)						
Cooperation with my co-workers is excellent	66 (31)	111 (52.1)	28 (13.1)	8 (3.8)	3.10	0.76
Satisfaction of working with my co-workers gives me joy	66 (31)	103 (48.4)	31 (14.6)	13 (6.1)	3.04	0.84
Enjoyment of team work with my co-workers is pleasant	67 (31.5)	100 (46.9)	27 (12.7)	19 (8.9)	3.01	0.90
Competence of my co-workers on their job can be rated as	59 (27.7)	100 (46.9)	34 (16)	20 (9.4)	2.93	0.90
Supervision (Mean = 2.98, SD = 0.88)						
Supervisor's willingness to delegate tasks	65 (30.5)	103 (48.4)	30 (14.1)	15 (7.0)	3.02	0.85
Supervisor's willingness to carry staff along	66 (31)	99 (46.5)	29 (13.6)	19 (8.9)	3.00	0.90
Supervisor's competence in carrying out tasks	60 (28.2)	103 (48.4)	31 (14.6)	19 (8.9)	2.96	0.89
Supervisor's fairness in handling employees	59 (27.7)	99 (46.5)	36 (16.9)	19 (8.9)	2.93	0.90
Work Condition (Mean = 2.71, SD = 1.04)						
Satisfaction with my work space	62 (29.1)	72 (33.8)	49 (23)	30 (14.1)	2.78	1.02
Satisfaction with the air-conditioning in my office	67 (31.5)	67 (31.5)	42 (19.7)	37 (17.4)	2.77	1.08
Satisfaction with the lighting in my office	56 (26.3)	64 (30)	59 (27.7)	34 (16)	2.67	1.04
Satisfaction with the ventilation in my office	53 (24.9)	68 (31.9)	54 (25.4)	38 (17.8)	2.64	1.04
Remuneration (Mean = 2.46, SD = 1.07)						
Satisfaction with the prompt payment of my salaries	66 (31)	67 (31.5)	46 (21.6)	34 (16)	2.77	1.06
Satisfaction with my salary increase	41 (19.2)	54 (25.4)	59 (27.7)	59 (27.7)	2.36	1.08
Satisfaction with the payment of allowances	43 (20.2)	55 (25.8)	50 (23.5)	65 (30.5)	2.36	1.12
Satisfaction with my fringe benefits	38 (17.8)	49 (23)	74 (34.7)	52 (24.4)	2.34	1.04
Average Overall Mean					**2.86**	**0.94**

Source: Field Survey 2021

KEY: VHL=Very High Level, HL=High Level, LL=Low Level, VLL=Very Low Level*Decision Rule if mean is 1 to 1.74 = Very Low Level; 1.75 to 2.49 =Low Level; 2.50 to 3.24 =High Level; 3.25 to 4= Very High Level

Table 2 depicts that librarians' level of job satisfaction in federal universities in South-South was high ($\bar{x}$=2.86). Out of the two main indicators that were used to measure job satisfaction, motivation factors ($\bar{x}$=2.93) ranked highest, followed by hygiene factors ($\bar{x}$=2.79). Under motivation factors, achievement was strongest among the participants ($\bar{x}$=3.17), followed by work itself ($\bar{x}$=3.01), recognition ($\bar{x}$=2.77) and promotion opportunities ($\bar{x}$=2.76). From the hygiene factors, interpersonal relationship ranked highest among the librarians ($\bar{x}$=3.02), followed by supervision ($\bar{x}$=2.98), work-condition ($\bar{x}$=2.71); however remuneration ranked low among librarians ($\bar{x}$=2.46).

Analysis and Presentation of Research Hypotheses

H_o1: Job satisfaction does not significantly influence librarians' commitment in federal universities in South-South, Nigeria.

Table 4. Influence of Job Satisfaction on Librarians' Commitment

Variables	B	Std. Error	Beta (β)	T	p	R^2
(Constant)	35.017	3.962		8.838	0.000	0.261
Job Satisfaction	.367	.042	0.511	8.641	**0.000**	
Dependent Variable: Employee Commitment						

Source: Field Survey 2021, *Note: β= Standardized Coefficient, significant at 0.05*

Table 4 shows that Job satisfaction significantly influenced librarians' commitment in federal universities in South-South, Nigeria (*β*= 0.511, *t*= 8.641, *p*<0.05). The model shows that job satisfaction could explain 26.1% variation (R^2=0.261) in employee commitment of librarians in federal universities in South-South, Nigeria. Hence, the null hypothesis which states that job satisfaction does not significantly influence librarians' commitment in federal universities in South-South, Nigeria was rejected. The analysis further showed that Job satisfaction positively influenced librarians' commitment in federal universities in South-South, Nigeria. This implies that increase in librarians' job satisfaction will result in better commitment from them in federal universities in South-South, Nigeria.H_o2: There is no significant relative influence of job satisfaction on librarians' commitment in federal universities in South-South, Nigeria.

Table 5. Influence of Job Satisfaction on Librarians' Commitment

Variables	B	Std. Error	Beta (β)	T	p	Adj. R^2	F	Df	P
(Constant)	35.796	3.868		9.255	0.000	0.295	45.381	**2**	**0.000**
Hygiene Factors	0.756	0.119	0.561	6.346	**0.000**				
Motivation Factors	-0.021	0.119	-0.016	-.181	0.857				
Dependent Variable: Employee Commitment									

Source: Field Survey 2021, *Note: β= Standardized Coefficient, significant at 0.05*

Table 5 depicts that Job satisfaction significantly influenced librarians' commitment in federal universities in South-South, Nigeria (*Adj.R^2*= 0.295, *F*(2, 210) = 45.381, *p*<0.05). The model shows that job satisfaction could explain 29.5% variation (*Adj.R^2*= 0.295) in librarians' employee commitment in federal universities in South-South, Nigeria. Therefore, the null hypothesis which states that job satisfaction does not significantly influence librarians' commitment in federal universities in South-South, Nigeria was rejected. From the individual perspective, it was only hygiene factors (*β*= 0.561, *t*= 6.346, *p*<0.05) that had a positive significant influence on librarians' commitment; while motivation factors (*β*= -0.016, *t*= -0.181, *p*>0.05) did not. This suggests that improvement in librarians' hygiene factors will lead to increase in their commitment. Furthermore, the analysis shows that a standard deviation unit improvement in hygiene factors will result in 56.1 percent increase in librarians' commitment in federal universities in South-South, Nigeria.

DISCUSSION OF FINDINGS

This study found that librarians' level of job satisfaction was high. This contradicts the findings of Esakkimuthu and Vellaichamy (2015) where it was reported that library professional working the institutions were slightly satisfied with their nature of work and noted that promotion, denied access to benefits and lack of job security were identified as a major constraint to job satisfaction. Out of the two main indicators that were used to measure job satisfaction, motivation factors was high and ranked highest, followed by hygiene factors which was high and followed next. Under motivation factors, achievement was strongest, followed by work itself, recognition and promotion opportunities. From the hygiene factors, interpersonal relationship ranked highest among the librarians, followed by supervision and work-condition which all ranked high; while remuneration was rated low among librarians. The low ranking of remuneration by librarians in this study is in tandem with Esakkimuthu and Vellaichamy (2015) where it was found that salary was a major constraint to job satisfaction.

Job satisfaction was found to have a positive significant influence on librarians' commitment in federal universities in South-South, Nigeria (*β*= 0.511, *t*= 8.641, *p*<0.05). Mohammed and Eleswed (2013) similarly discovered a positive relationship between job satisfaction and organisational commitment. Saliu, Gbadeyan and Olujide

(2015) also discovered a positive relationship between organisational commitment and job satisfaction. Werang and Agung (2017) also discovered a positive and significant effect of teachers' job satisfaction on organisational commitment. In the same vein, Idrees, Naveed, and Shah (2020) discovered that job satisfaction had a positive significant effect on organisation commitment. In addition, Akeke, Akeke and Awolusi (2015) found that job satisfaction has significant positive influence on both affective commitment and continuance commitment. Conversely, this study's finding contradicts that of Chiedu, Choi, and Hapriza, (2017) where it was found that job satisfaction and organisational commitment had significant negative relationship. Furthermore, this study found from the relative perspective that it was only hygiene factors (β= 0.561, t= 6.346, p<0.05) that had a positive significant influence on librarians' commitment; while motivation factors (β= -0.016, t= -0.181, p>0.05) did not.

CONCLUSIONS

The study concluded that the level of librarians' job satisfaction and commitment in federal universities in South-South, Nigeria was high; and that job satisfaction had a positive significant influence on librarians' commitment.

RECOMMENDATIONS

Based on the findings of this study, the following are recommended:

1. The high level of librarians' commitment in federal universities in South-South, Nigeria should be maintained through appropriate policy formulation in order to ensure that the university libraries are in a position to deliver enhanced information services.
2. The library administration should ensure that librarians' hygiene factors and motivation factors are taken care of in order to encourage stronger employee job satisfaction among the librarians.
3. Libraries in federal universities in South-South, Nigeria should as a matter of urgency evaluate their motivating factors with the aim of finding out why it could not improve librarians' commitment

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