WORK CONDITION AND INSTITUTIONS COMMITMENT BY LIBRARIANS IN ACADEMIC LIBRARIES

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Abstract

In this study, the researcher investigated the Relationship between Work Condition and Institutions Commitment by Librarians in Academic Libraries. *The study ascertained the relationship between training, promotion, disciplinary measures, and Institutions commitment. Three hypotheses guided the study in line with its purpose. The design of the study was correlational. The study population is one hundred and twenty-one (121) and comprises the librarians and library officers of the twelve tertiary education institutions in Anambra State. The entire population was used for the study; thus, the census method of sampling technique was adopted. Reliability coefficients of 0.76 and 0.88 were attained for work conditions and Institutions commitment using the Cronbach alpha reliability statistics method. The t-test was used to test hypotheses at a 0.05 level of significance. The study's findings showed a highly positive and significant relationship between training, promotion, disciplinary measures and Institutions commitment. Based on the findings, the researcher recommended that the authorities of the academic libraries in Anambra State should ensure strict and unbiased implementation of the various working conditions in their academic libraries to ensure steady growth and development.*

Keywords: Work Condition, Relationship, Organizational, Commitment, Academic Libraries and Librarians.

Introduction

The psychological contract between the employer and employee has changed fundamentally in the modern Institutions work.

Either party no longer expects a long-term commitment to an organization because the face of a new contract between employees is that employees continually change jobs throughout their careers, endeavouring to secure the best for themselves (Ng'ethe, 2013).

The primary purpose of employee retention policies is to identify and retain committed employees for as long as it is mutually profitable to the organization and the employees and also prevent competent employees from leaving the organization, as this could have adverse effects on productivity and service delivery (Chiboiwa et al., 2010). To achieve quality retention programmes, organizations ought to determine the retention factors relevant to each employee group and then focus strategies on these factors, such as work-life balance, work environment, employee compensation, employee training and development and job security.

Researchers have conducted studies and reported findings to ascertain the relationship between work conditions and Institutions commitment. In a study carried out by Moos, cited by Aremo and Binuyo (2020), it was reported that involvement, co-worker cohesion, supervisory support, autonomy, task orientation, work pressure, clarity, managerial control, innovation and physical comfort are all significant positive predictors of affective commitment which is one of the indicators of Institutions commitment.

On continuance commitment, all the above-stated indicators do not record any positive significance or relationship. It was

reported that none of the above indicators significantly account for predicting normative commitment.

However, the relationship between work conditions and organization commitment revealed that the Institutions commitment of university teachers at the University of Lahore, Pakistan, is linked with a high emphasis on work aspects such as involvement, supervisor's support, work pressure, clarity, managerial control, involvement and physical comfort (Aremo & Binuyo, 2020).

It was also reported that all the indicators have a positive relationship with Institutions commitment, but precisely, supervisor support was reported to have a strong relationship with Institutions commitment. (Singh, Benjakul, Maqsood, & Kishimura, 2011) In his study on work conditions, burnout, and organization and the role of personal variables as a moderator, he discovered supervisor support as a negative predictor of continuance commitment, indicating no relationship between supervisor support and Institutions commitment.

In light of this, Owolabi and Salaam (2010), in their study on Job satisfaction and Institutions commitment of academic librarians in Nigerian universities, emphasised that there is a need for library management to provide a good work for librarians considering the nature of their jobs and provision of timely information to help them perform their duties.

Work condition is the prevailing situation obtainable in a working place. Afşar (2014) cited Hornby, who defined work as a person's job, especially to earn money. The same source defined condition as the circumstances in which people live, work or do things.

Chiboiwa, Samuel and Chipunza (2010) define work as a job to get paid. The same source also defined the condition as the situation in which people live or work, especially the physical things that affect the quality of their lives. From the preceding, it can be rightly deduced that work condition is the situation or circumstances under which people perform given or assigned jobs to get paid or remunerated.

Work conditions incorporate the rules, laws, guidelines, benefits, and penalties, favourable or unfavourable, which are permanently attached to the performance of tasks by employers to ensure that employees commit the best possible effort to ensure an organization's growth, development and survival. When the working condition is deemed favourable, it elicits the best out of employees regarding output and commitment to duty.

For this study, academic title, salary, years in the organization, years in current position, type of employment, manner of work, and overtime are included under the title of *work conditions*.

Years in the organization are one of those variables most studied regarding its relationship with Institutions commitment. This variable is also related to time, such as age (Afşar, 2014). There are findings that as the years in an organization increase, the Institutions commitment increases since the person's benefits will also increase.

A person who has worked in the same organization for many years will evaluate his investments if he thinks about resigning. If he is going to be included in a new organization, this evaluation will include the opportunities provided by that new organization.

As a result of these calculations, if the person finds that he will lose the outcomes of his investments when he resigns, he may increase his continuance commitment to the existing organization (Afşar, 2014).

Within this frame work, it should be noted that the working conditions of the academic libraries in federal universities are pretty different, particularly the forms of employment of the faculty members (Tat & Rasli, 2012). It is an essential matter of debate what kind of impact

the work conditions of the librarians, their perception of Institutions protectiveness and employees' demographics have on their Institutions commitment in these two such different Institutions structures.

In light of this, the study has two goals: 1) to examine the impact of the quality of work-life on Institutions commitment in a comparative manner through academicians working for state and federal universities; to comparatively reveal which of the following factors have impacted most on Institutions commitment most as of the type of university: quality of work life, academic title, salary, years in the organization, years in current position, type of employment, work arrangement type (full time, part-time, etc.), and over time, perceived Institutions protectiveness, and demographic characteristics such as age, gender and marital status(Tat & Rasli, 2012).

Conversely, when seen as unfavourable, many vices and unwholesome behaviours, such as truancy, lateness to duty, and absenteeism, are always manifested. Employees may take up employment under unfavourable work conditions for survival purposes, but such employees are never committed to their jobs.

Such employees are also quick to take up appointments in organizations with more favourable work conditions when there is an opportunity. Sound work conditions play a crucial role in creating the right attitude in work places, which is needed to cultivate high Institutions commitment among employees.

Okoye and Ezejiofor (2013) stress that the future of any organization depends more on its staff than any other factor, and the usefulness of many service institutions, such as libraries, is measured by the services they render to users.

According to the authors, the work conditions implemented in various academic libraries could disrupt or enhance the librarians' adequate provision of information services. The human resources of any organization, such as the library, are the backbone of the organization, the mover, and the coordinator of other factors of production.

The existence of work conditions that can elicit their loyalty and commitment to the organization's aims and objectives becomes imperative. According to Dizgah, Chegini and Bisokhan (2012), employees' performance level is determined by how favourable or unfavourable the work conditions are. Okoye, Mbagwu, Moneke and Abanum (2018) also affirmed that the overall productivity of any organization is based on sound work conditions.

According to the authors, organizations can use work conditions to encourage employees to attain desirable job performance, bring positive change, and keep counterproductive conduct under control. Such conditions include training, rewards, leave, job security, appraisal, work, supervision, and disciplinary measures.

Institutions Commitment

Institutions commitment refers to employee involvement in his/her work (Deepa, Palaniswamy & Kuppusamy, 2014). Bachanamas, cited in Mosaybian and Jafari (2017), defined commitment as an emotional and prejudice-oriented linkage to the objectives of an organization.

Also, Wiener, cited in Mosaybian and Jafari (2017), defines commitment as a collection of internal emotional pressures that would result in people acting in such a way as to ensure that the objectives and interests of their organizations are met.

Atak (2011) argue that commitment as an attitude involves employees' loyalty to the organization, the internalization of goals and objectives, and the willingness of employees to play a role in achieving these goals and objectives. Hornby (2006) defined commitment

as the willingness to work hard and give energy and time to a job or an activity.

Commitment can also be seen as a resolve to ensure the success of a given task or agenda when used in organizations. Commitment entails willingness and effort to see to the success of an organization through devotion to duty and obedience to established rules and regulations.

Mowday, Steers and Porter, cited in Jandaghi, Mokhles and Bahrami (2011), define Institutions commitment as the relative degree of an individual's identity in an organization and his/her contribution. Newston and Davies, as cited in Ajie and Omotunde (2015), posit that Institutions commitment is the degree to which an employee identifies with an organization and wants to continue actively participating.

Herscoritch and Merger, as cited in Agyare, Yuhni, Mensah and Aidoo (2016), posited that Institutions commitment reflects how devoted an employee is to his organization, which usually comes about if he feels that he can identify with the values and objectives of the organization.

According to the authors, how committed an employee always plays a role in exerting more effort on the job. They further posited that Institutions commitment portrays how much an employee values his membership in an organization and the extent to which he believes the organization's objectives align with his values.

Igella (2014) stressed that no organization in today's competitive world could perform at peak levels unless each employee is committed to the organization's objectives and work as an influential team member. That is why John and Elyse (2010) believed that commitment can be seen as a psychological state that binds the individual to the organization.

A committed employee wants to remain with the organization and be identified with the success story of the organization. According to Scott (2007), such committed employees will remain with the organization longer than those less committed.

According to John and Elyse (2010), implementing new ideas and initiatives will be compromised without commitment. According to Mosaybian and Jafari (2017), many scholars believe that Institutions commitment creates a positive and emotional relationship between the organization and its employees in a way that they become united. According to the authors, this unification and integration cause employees to adapt themselves to the established norms of the organization.

Institutions commitment leads to the attainment of Institutions goals. It has many benefits for the organization, including assurance of growth and development. Harter, as cited in Igella (2014), asserts that greater levels of employee commitment lead to Institutions benefits such as continuous flow of improvement, cost and efficiency improvements and active employee participation. It leads to increased productivity.

Brown, McHardy, McNabb and Taylor (2011) assert that Institutions commitment will result in benefits such as increased job satisfaction of work, increased job performance, increased total return to shareholders, increased sales, decreased employee turnover, decreased intention to leave, decreased intention to search

for an alternative job and decreased absenteeism. Institutions commitment leads to attachment to one's job or duties, and thus, is what every organization should desire.

Tolera (2018) states that committed employees bring added value to the organization through their determination, proactive support, relatively high productivity and awareness of quality. Gattungu, Iravo and Namusonye (2015) also observed that Institutions commitment can potentially reduce employee turnover and absenteeism.

Nowadays, Steers and Porter, as cited in Jadagnhi, Mokhles and Bahrami (2011), observe that Institutions commitment consists of three elements as follows: believing in the Institutions values and goals, the propensity to broad efforts in the Institutions path and a high propensity to the continuance of Institutions membership.

In support of the above observation, Mosaybian and Jafari (2017) explain three types of Institutions commitment: emotional or compelling, continual or logical, and obligatory or normative. According to the authors, emotional or compelling commitment refers to the costs of leaving the organization and the feeling of being identified in an organization.

In contrast, continual or logical commitment refers to the costs of leaving the organization or staying to use investments. The authors explained that obligatory or normative commitment refers to the commitment and obligation to stay in the organization.

According to them, employees who believe that the organization supports them are willing to have an emotional commitment to that organization, while those who invest in the organization would have continual commitment because if they leave, they may be in danger.

Agyare, Yuhni, Mensah and Aidoo (2016) explain that emotional or compelling commitment refers to those ties that bind an employee to his organization. They stressed that the positive feeling of an employee causes him to work harder to help attain the Institutions goals and that this feeling gives him a sense of pride for being part of the organization. The authors described continual commitment as developing when an employee realizes he has invested in an organization.

Therefore, he is bound by economic and social costs, which will cause him to avoid leaving the organization. The authors also explained that normative commitment is a feeling of being morally obliged to remain with an organization.

In this type of commitment, work feel that the company or organization has helped them in the past and that they need to return the favour by maintaining their status as employees. They asserted that Institutions commitment is an essential requisition in an employee to reach challenging goals in an organization.

Concerning the study, the work conditions available in an organization will guarantee the sustenance of Institutions commitment, without which there will be a failure. Commitment is what every organization should desire and sustain, as this is crucial to its growth and survival.

Although individual differences may play a role in an employee, the perception by an employee that an organization caters for his interest can elicit commitment from the employee as a pay-back mechanism, thus leading to his

putting in his best to ensure the survival and growth of the organization. This is because commitment is always attained due to satisfaction, which favourable work conditions can bring about. Kabir and Parvin (2011) posit that a well–managed business organization typically considers the average employee as the primary source of productivity gains, and such organizations consider employees rather than capital as the core foundation of the business and contributors to the firm's development.

To ensure the achievement of its goals, the organization creates an atmosphere of commitment and cooperation among its employees through policies that facilitate employee satisfaction. This will lead to loyalty and commitment to the firm, resulting in greater productivity and lower turnover rates.

Academic libraries need committed employees to excel, serve their different types of clientele and members of their academic community, and thus attain the objectives for establishing them. Work conditions that can engender staff loyalty and commitment remain the platform for ensuring the commitment of the employees of academic libraries.

Preliminary observation by the researchers shows that despite the presence of the various work conditions like promotion, appraisal and supervision in academic libraries in Anambra State, there is still evidence of a lack of commitment by the staff of the libraries, such as lateness to work, truancy, leaving materials unkempt and haphazardly arranged.

This ugly scene may be linked to various work conditions implemented in academic libraries. Given the critical roles played by academic libraries in the attainment of the educational and research goals of their institutions, it becomes necessary to ascertain the influence of the various work conditions existing in the academic libraries on Institutions commitment of staff with the view to establishing and adopting those which implementation will continue to elicit and sustain commitment of staff to their duties to avoid further decay, hence this study Relationship between Work Condition and Organizational Commitment by Librarians in Academic Libraries**.**

Hypotheses

The following null hypotheses were formulated, and each of them was tested at a 0.05 level of significance:

Ho_1: The coefficient of the relationship between training and Institutions commitment of the staff of academic libraries in Anambra State, Nigeria, is insignificant.

Ho_2: The coefficient of the relationship between promotion and Institutions commitment of staff of academic libraries in Anambra State, Nigeria, is insignificant.

Ho3: The coefficient of the relationship between the disciplinary measure and Institutions commitment of the staff of academic libraries in Anambra State, Nigeria, is insignificant.

Methodology

The study ascertained the relationship between training, promotion, disciplinary measures, and Institutions commitment. Three hypotheses guided the study in line with its purpose. The design of the study was correlational.

The study population is one hundred and twenty-one (121) and comprises the librarians and library officers of the twelve tertiary education institutions in Anambra State. The entire population was used for the study; thus,

the census method of sampling technique was adopted. The instrument used for data collection was the questionnaire. The Pearson correlation method was used to answer research questions that guided the study, while a t-test was used to test hypotheses at a 0.05 significance level.

Hypothesis 1

Ho_1: The coefficient of the relationship between training and Institutions commitment of the staff of academic libraries in Anambra State is not significant.

Table 1: Summaries of statistics involved in the t-test of the significance of (Pearson r) the simple linear coefficient of the relationship between training and Institutions commitment of the staff of academic libraries in Anambra State.

V	n	∑	R	α	df	cal	tab	Decision
X_1	121	3513						
			0.61	0.05	119	**8.395**	**1.96**	Reject Ho_1
Y	121	3928						

Variables (V), Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Simple Linear Correlation between two Variables

Table 1 shows the test of the significance of the coefficient of the relationship between training and Institutions commitment of staff of academic libraries in Anambra State. The result entails that the degree of freedom is 119, the t-calculated value is 8.395, and the t-tabulated value is 1.96. The t-calculated value is greater than the t-tabulated value; hence, the null hypothesis was rejected. Thus, the inference that the coefficient of the relationship between training and Institutions commitment of staff of academic libraries in Anambra State is significant.

Hypothesis 2

Ho_2: The coefficient of the relationship between promotion and Institutions commitment of the staff of academic libraries in Anambra State is not significant.

Table 2: Summaries of statistics involved in the t-test of the significance of (Pearson r) the simple linear coefficient of the relationship between promotion and Institutions commitment of the staff of academic libraries in Anambra State.

V	n	∑	R	α	df	cal	tab	Decision
X_2	121	4871						
			0.647	0.05	119	**9.256**	**1.96**	Reject Ho_2
Y	121	3928						

Vavariables (V), Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Simple Linear Correlation between two Variables

Table 2 shows the test of the significance of the coefficient of the relationship between promotion and Institutions commitment of the staff of academic libraries in Anambra State. The result entails that the degree of freedom is 119, the t-calculated value is 9.256, and the t-tabulated value is 1.96. The t-calculated value is greater than the t-tabulated value; hence, the null hypothesis was rejected. Thus, the inference that the coefficient of the relationship between promotion and Institutions commitment of staff of academic libraries in Anambra State is significant.

Hypothesis 3

Ho3: The coefficient of the relationship between the disciplinary measures and Institutions commitment of the staff of academic libraries in Anambra State is insignificant.

Table 3: Summaries of statistics involved in the t-test of the significance of (Pearson r) the simple linear coefficient of the relationship between the disciplinary measure and Institutions commitment of staff of academic libraries in Anambra State

V	n	∑	r	α	df	cal	tab	Decision
X_6	121	3995						
			0.657	0.05	119	**9.508**	**1.96**	Reject Ho_6
Y	121	3928						

Variables (V), Sample Size (n), Summation (∑), Coefficient of Relationship (r), Alpha Level (α), Degree of Freedom (df) and t-test of Significance of Simple Linear Correlation between two Variables

Table 3 shows the test of the significance of the coefficient of the relationship between the disciplinary measures and Institutions commitment of the staff of academic libraries in Anambra State.

The result entails that the degree of freedom is 119, the t-calculated value is 9.985, and the t-tabulated value is 1.96. It is evident that the t-calculated value is greater than the t-tabulated value; hence, the null hypothesis was rejected, thus drawing the inference that the coefficient of relationship between the disciplinary measure and Institutions commitment of the staff of academic libraries in Anambra State is significant.

Discussion of Findings

Relationship between training and Institutions commitment of staff of academic libraries in Anambra State

The study revealed a significant positive relationship between training and Institutions commitment among the staff of academic libraries in Anambra State.

The positive sign shows that an increase in one variable could lead to the same measure of increase in the other variable, implying a corresponding relationship between the two variables (training and Institutions commitment of staff of academic libraries). This finding is factual because constant staff training enhances library

staff Institutions commitment. This also shows that library staff constantly engaged in on-the-job training will likely be more committed to their work.

This finding agrees with the research findings of Obi-Anike and Ekwe (2014), which revealed a positive relationship between training and Institutions performance due to improved skill and commitment made possible through training.

Similarly, Engetou's (2017) findings showed that training positively impacts Institutions performance due to improved skills and commitment among employees. Also, Suma and Lesha's (2013) findings showed that the employees exhibited a high level of Institutions commitment due to constant training. The recorded similarities among the findings above could be attributed to using similar variables.

Relationship between promotion and Institutions commitment of the staff of academic libraries in Anambra State

The study also found a highly positive and significant relationship between promotion and Institutions commitment among academic library staff at Anambra State.

This finding shows a high tendency for a library employee to be very committed to his/her library duties and to commit to his/her place of work if his/her promotion on the job is regular without delay.

This is because promotion enhances motivation and then performance cum commitment. On the contrary, the library staff could also have less commitment to their jobs if the promotion is not regular. This finding agrees with Gathungu, Iravo, and Namusonye's (2015) findings, which show a significant relationship between promotion and Institutions commitment.

Relationship between disciplinary measure and Institutions commitment of staff of academic libraries in Anambra State

The study revealed a highly positive and significant relationship between the disciplinary measures and the Institutions commitment of the staff of academic libraries in Anambra State. This shows that effectively conducting disciplinary measures in the work place has an excellent tendency to improve the Institutions commitment of the staff of academic libraries.

This is true because when staff are disciplined correctly, they tend to focus on their work and thus enhance their commitment to the job. This finding aligns with Marsela's (2017) finding, which showed that different disciplinary measures all positively influence employee performance.

In a related manner, Iheanacho, Edem and Ekpe's (2017) findings show a positive, strong correlation between all sub-scales of discipline and Institutions performance. Similarly, Idirs and Alegbeleye's (2015) findings showed a positive relationship between discipline and personnel performance, hence the need to keep a high standard of discipline in an organization.

Condition and Recommendations

In this study, the researcher investigated the work conditions and Institutions commitment of the academic library staff at Anambra State, Nigeria. The study presented a background that introduced the importance of the study with three research questions and three hypotheses.

The study also reviewed some related literature. The study adopted a correlation research design which used the simple linear method. The population of this study is one hundred and twenty-one (121) and comprises the librarians and library officers of the academic libraries under study.

The entire population (121) was used for the study since the researcher conveniently managed it.

Among the findings of the study are that there is a high positive and significant relationship between training and Institutions commitment of staff of academic libraries in Anambra State; there is a high positive and significant relationship between promotion and Institutions commitment of staff of academic libraries in Anambra State; and there is a high positive and significant relationship between disciplinary measure and Institutions commitment of staff of academic libraries in Anambra State;

The authorities of the parent institutions of the libraries should carry regular promotion to both senior and junior staff. This makes staff committed to the job. The promotion issue in academic libraries should be looked into to ensure staff are promoted as and when due.

The study concluded, among others, that work conditions are highly and significantly associated with the Institutions commitment of the staff of academic libraries in Anambra State, Nigeria.

Based on the findings of this study, the researchers recommended, among others,

i. That the management should make an effort for the academic libraries to improve the loyalty and commitment of their staff to bring continuous development to the academic libraries.

ii. The management should make efforts to allow the academic libraries to allow staff to go for regular training in workshops, conferences, and other activities outside the country.

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