

**Work Environment, Personality Traits and Organizational Commitment of
Librarians in Tertiary Institutions in Lagos State, Nigeria**

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Certification

This is to certify that this thesis was carried out by **Beauty Akpobome ESHAREFASA** with Matriculation Number **LCU/PG/003922**, in the Department of Information Management under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria and that the work has not been previously submitted.

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Dedication

This thesis is dedicated to God Almighty for His sufficient grace over my life.

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Even though the above-mentioned institutions and persons have assisted in the process of this project work, I alone stand responsible for the error(s) if any, found in this work.

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Abstract

Every organization, including academic libraries can only achieve their organizational objective through committed employees. Hence, this study examines the influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State. The study adopted a descriptive survey research design. The population of the study consist of 111 eleven librarians from ten tertiary institutions in Lagos State. The research instrument was a validated structured questionnaire with a Cronbach alpha score of 0.79. The data collected in the process of this study was analysed using descriptive statistics such as simple percentages, mean, and standard deviations to analyse the research questions and demographic data. In addition, the hypotheses were tested at 0.05 level of significance using inferential statistics. The result revealed a moderate level of organizational commitment among the respondents (Mean = 2.56).It was also found that the prevalent work environment was positive (Mean =3.31) and the the data suggests that librarians in tertiary institutions in Lagos State possess a balanced personality profile, characterized by high levels of enthusiasm, reliability, and emotional stability, coupled with a strong inclination toward intellectual curiosity and openness to new experiences. The test of hypothesis also revealed that work environment (Adj R² =0.39) and personality traits (Adj R² =0.43) played a role in influencing organizational commitment of the respondents. In addition, there was a significant combined influence of both work environment and personality traits on organizational commitment of the respondents. The study concluded that that many librarians feel obligated to stay with their current employers irrespective of their personality or the work environment in which they operate. It was therefore recommended that libraries should implement initiatives that foster a stronger emotional connection between librarians and their organizations.

Keywords: Academic Libraries, Organizational Behaviour, Organizational Commitment, Personality Traits, Work Environment,

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Chapter One

Introduction

1.1 Background to the Study

The extent to which academic libraries can achieve their aim of supporting academic activities in universities, polytechnics and colleges of education depend on the level of organizational commitment of the library personnel, especially the professional librarians who develop and drive innovative services rendered by contemporary academic libraries¹. Modern academic libraries are operating in a dynamic environment in which they have to operate at their best in order to maintain their relevance. This has led library managers to focus on efficient organizational behaviour practices such as organizational commitment

Organizational commitment refers to the relative strength of an employee's willingness to be identified with and involved in the achievement of the objectives of a particular organization. Organizational commitment is also seen as employees' psychological attachment to an organization and their willingness to remain a member of that organization. It reflects the extent to which employees identify with, are involved in, and are loyal to their organization. However, the extent of organizational commitment among employees in organizations such as libraries may depend on factors such as work environments and personality traits of library personnel². Scholars have identified the main form or dimension of organizational commitment as affective commitment, continuous commitment, and normative commitment.

Affective commitment is the highest form of organizational commitment. This form of commitment is typically associated with higher levels of job satisfaction, organizational citizenship behaviour, and lower turnover intentions. Employees with affective

commitment are connected to the organization at an emotional and psychological level. Employees with affective commitment are mostly self-driven, setting themselves goals to be achieved daily in order to achieve organizational objectives. Therefore, even when they are not in perfect health conditions, their determination leads them to attend work to accomplish their set targets.

Affective commitment among academic library personnel reflects their emotional attachment and loyalty to the library and the broader academic institution. Librarians with high affective commitment are deeply engaged in their work, feeling a strong sense of belonging to the library community, and are dedicated to supporting the institution's academic mission. They may actively contribute to library initiatives, collaborate with faculty on research projects, and develop innovative programs and services to meet the evolving needs of users. Such academic library personnel rarely absent themselves from work and they are always ready to project the image of the library. Librarians who demonstrate affective commitment are better than those with continuance commitment.

Continuance commitment is a form of commitment that arise out of the fear of unknown. It is a result of a situation where employees feels that they may not get what they are currently enjoying from their present job if they leave for another job. In effect continuance commitment is a fear of loss if they left. The loss can be in any domain such as prestige, income, friendships, or social loss³. Therefore, employees with continuance commitment are not really satisfied with their jobs but they will do their duty in order to avoid being sacked. In the same vein, they will remain with the organization so far as they have not found a better offer.

Librarians with high continuance commitment may choose to remain in their positions due to the perceived costs associated with leaving, such as loss of tenure status or retirement benefits. While continuance commitment may contribute to job stability and the retention of experienced librarians, it may also result in complacency or reluctance to explore new opportunities for professional growth and development.

Librarians with continuance commitment are prone to experiencing job dissatisfaction, which can result in an intention to leave and ultimately contribute to employee turnover. Continuous commitment creates an employee who is solely focused on retaining their job, not because they derive satisfaction from their work, but rather to prevent losing their position. This dedication does not ensure job satisfaction and the total congruence of individual interests and the organization. An employee may sense a desire to leave their job, but nevertheless remain present at the workplace due to the small advantages, such as money, that are connected to the employment⁴. Employees that possess this type of devotion are prone to leaving the firm if they come across more fulfilling employment opportunities or discover alternative means of obtaining the benefits they were receiving. Continuance commitment has some resemblance with normative commitment but both of them are different.

Normative commitment arises out of an obligation in which the employee feels morally bound to remain with an organization even when they are experiencing some job dissatisfaction. This type of commitment occurs when employees feel a sense of obligation to their organizations, even if they are unhappy in their role, or even if they would like to pursue better opportunities. The normative commitment integrates the concepts of moral responsibility and indebted obligation. Therefore, employees develop a

desire to remain in their workplace because they perceive it as the right and honorable thing to do. Normative commitment is the foundation for employee loyalty, as employees feel that the organizations expect them to develop loyalty.

Normative commitment among academic library personnel reflects their sense of professional ethics, duty, and obligation to serve the academic community. Librarians with high normative commitment feel a strong sense of responsibility to support the educational mission of the institution, promote information literacy, and advocate for access to information for all users. They may demonstrate a commitment to lifelong learning, professional development, and ethical conduct in their roles as information professionals. Normative commitment fosters a sense of professional identity and ethical responsibility, enhancing the library's reputation and value within the institution.

Organizational commitment is one of the factors capable of playing a crucial role in shaping librarians' attitudes, behaviours, and performance. Academic library personnel are professionals who are responsible for managing and providing access to information resources, supporting research and scholarship, and facilitating the learning and teaching process within academic institutions⁵. However, the level of organizational commitment is dependent on certain factors such as personality traits and work environment

Work environment refers to the physical, social, cultural, and psychological setting in which work activities take place. It encompasses the physical space, organizational culture, interpersonal relationships, and overall atmosphere that influence the behaviour, attitudes, and experiences of employees within a workplace. In the context of academic libraries, work environment refers to the combination of physical and psychological atmosphere in which library personnel perform their professional duties⁶.

Typically, the work environment of any organization or institution consists of three sub-environments. These encompass technical, human, and organizational settings. The technical environment consists of tools, equipment, infrastructure, and other technical components. The human environment includes peers, colleagues, teams, interactions, leadership, and management. The human environment is the most germane to this study on information sharing practices. The humans in a work place create an environment that guides the interaction in the workplace. For instance, work environment can be positive or negative due to perception of the employees on cost and rewards, outcome expectations, perception of fairness, and reciprocity⁷.

Library personnel are more likely to weigh the costs and rewards remaining associated with the organization. They may also put a cost to the time and energy required to put in good work or to go above and beyond in achieving organizational objectives. Rewards may include receiving recognition, gaining social approval, building relationships, or promotion. If the work environment is one that rewards hard work and commitment, there is tendency for employee to remain committed to the organization. However, as can be seen in the definition of organizational commitment, it is important to determine whether employee with affective commitment or normative commitment are less interested in the cost and reward of organizational commitment than those with continuance commitment.

In addition, library personnel may consider the anticipated outcomes of their activities in the workplace. They assess whether working with their colleagues will result in positive outcomes, such as enhanced reputation, increased trust, or improved relationships with colleagues, and whether these outcomes outweigh the costs involved. In essence, it is

important to examine whether management and personnel in a library have created an environment that support innovation, hard work and collaboration and appreciate those who contribute more to a given task instead of seeing them as arrogant⁸.

Furthermore, the work environment can either promote collaboration rather than competition. Individuals past experiences and social norms influence their expectations regarding the outcomes they believe they should receive as a reward of being committed employees. If the actual outcomes of organization commitment meet or exceed individuals' comparison level, they are more likely to perceive the exchange as rewarding and worthwhile.

This is related to the idea of perceived organizational justice. Perceptions of fairness and equity play a significant role in organizational commitment. Individuals are more likely to commit their future to an organization when they perceive that they will be treated fairly and that their contributions will be valued and reciprocated appropriately by others. There, a work environment where committed employees are not treated fairly may not witness high rate of organizational commitment compared to an environment when employees perceive fair treatment from management and colleagues.

One other important measure of a good work environment is reciprocity. This is the perceived readiness and willingness of an organization reward or acknowledge the contribution of employee. Organizations can reciprocate commitment, through recognition, awards, bonuses, increased salary. Reciprocity may also been in form of perks such as paid vacation, health insurance, support for further education and other. Reciprocity is a key driver of organization commitment. Library personnel are more likely to develop organization commitment when are convinced that they organization

will reciprocate Irrespective of work environment, another factor that can determine organizational commitment is personality trait of librarians.

Personality helps to describe how library personnel remain the same over time and circumstances and to describe differences that exist among people. Experts have surmised that Library personnel as human beings can exhibit different personality that include; conscientiousness, extraversion, agreeableness, and neuroticism. Personality traits help library personnel adapt to their library environments. They can be used to judge library personnel different from another colleague⁹. Therefore, personality traits as the most predominant factor in achieving organizational goals and their impact on organization commitment. There are certain personality traits of library personnel that could result in reluctance or inability to share knowledge¹⁰.

Conscientiousness refers to the tendency to be organized, responsible, and dependable. Library personnel who score high on conscientiousness are likely to be diligent in their work, pay attention to detail, and follow procedures accurately. In terms of organization commitment, conscientious employees may consider various factors before they are convinced of remaining committed an organization. On the other, their attention to details may encourage them to dedicate time and attention to any given task to ensure that they are properly done.

Extraversion reflects the degree to which individuals are outgoing, sociable, and assertive. Library personnel who are extraverted may be inclined to engage in interactions with patrons, colleagues, and other stakeholders, facilitating organization commitment through active communication and collaboration. They may be enthusiastic about sharing their expertise, participating in discussions, and networking with others to exchange ideas and

information. Extraverted individuals may also be effective in promoting organizational objectives and encouraging organization commitment among their peers.

Agreeableness refers to the tendency to be cooperative, empathetic, and compassionate towards others. Library personnel who score high on agreeableness are likely to be supportive and approachable, fostering a positive and inclusive environment conducive to organization commitment. They may be willing to help colleagues, mentor new hires, and provide guidance on accessing and utilizing information resources effectively. Agreeable individuals may also contribute to a culture of trust and collaboration, where organization commitment is valued and encouraged as a collective endeavor.

On the contrary, neuroticism involves the propensity to experience negative emotions such as anxiety, insecurity, and stress. While neuroticism is generally associated with adverse outcomes, such as reduced job satisfaction and increased turnover, its impact on organizational commitment among library personnel may vary. Individuals high in neuroticism may be cautious about sharing information, particularly if they perceive risks or uncertainties associated with doing so. However, they may also be motivated to seek out and share knowledge as a means of reducing uncertainty and addressing concerns. Additionally, providing support and resources to help individuals manage stress and anxiety can mitigate the negative effects of neuroticism on organizational commitment¹¹.

1.2 Statement of the Problem

Every organization, including academic library can only achieve their organizational objective through committed employees. In order for the academic library to maintain its edge over other sources of information which are fast becoming popular among students

and lecturers, every member has to play his/her role to the fullest. This is why organizational commitment has become a major issue in the context of academic libraries. Academic libraries with committed employees are more likely than other to go the extra mile in meeting the information needs of patron and maintain their relevance within academic institutions. On the other hand, uncommitted librarians, are more likely to be rude to patrons, provide substandard services, and leave the library at the slightest opportunity.

There are several reports of Nigerian academic libraries experiencing low patronage and poor institutional support due to lack of commitment to effective library and information services among librarians. This has led to increased interest in the factor affecting employee commitment among librarians in tertiary institutions in Nigeria. However, few studies have examined the role of work environment and personality traits in organizational commitment among librarians, particularly in the context of Lagos State. In order to fill this gap in literature, this study will examine the influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State

1.3 Aim and Objectives of the Study

The aim of the study is to examine the influence of work environment and personality traits on organizational commitment among academic library personnel in Lagos State.

The specific objectives are as to;

- i. identify the level of organizational commitment among librarians in tertiary institutions in in Lagos State:

- ii. assess the prevalent work environment in academic libraries in Lagos State;
- iii. identify the level of personality traits among librarians in tertiary institutions in Lagos State
- iv. determine the influence of work environment on organizational commitment among librarians in tertiary institutions in Lagos State
- v. examine the influence of personality traits on organizational commitment among librarians in tertiary institutions in Lagos State
- vi. ascertain the combined influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State

1.4 Research Questions

The following research questions will guide the study;

1. What is the level of organizational commitment among librarians in tertiary institutions in Lagos State;
2. What is the prevalent work environment in academic libraries in tertiary institutions in Lagos State?
3. What is the prevalent personality traits among librarians in tertiary institutions in Lagos State?

1.5 Hypotheses

The following hypotheses will be tested at 0.05 level of significance;

- H₀₁ There will be no significant influence of work environment on organizational commitment among librarians in tertiary institutions in Lagos State

H₀₂ There will be no significant influence of personality traits on organizational commitment among librarians in tertiary institutions in Lagos State

H₀₃ There will be no significant combined influence of work environment and personality traits on organizational commitment librarians in tertiary institutions librarians in Lagos State

1.6 Scope of the Study

The study focuses on the influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State. The dependent variable of the study is organizational commitment which is measured by metrics such as affective commitment, continuance commitment, and normative commitment. There are two independent variables. The first independent variable is work environments which is measured by metrics such as; cost/rewards, outcome expectation, equity/fairness, and reciprocity. The second independent variable is personality trait. It is measured by metrics such as; conscientiousness, extraversion, agreeableness, neuroticism. The respondents scope of the study covers librarians because they are the ones who drive effective services in academic libraries. The geographical scope of the study is limited to Lagos State. The academic libraries covered by the study include; University of Lagos (UNILAG), Akoka; Lagos State University (LASU), Ojo; Lagos State University of Science and Technology (LASUSTECH), Ikorodu, Lagos; Lagos State University of Education (LASUED) Ijanikin, Lagos; Augustine University, Epe, Lagos; Caleb University, Imota, Lagos; Pan -African University, Lagos, Lekki, Lagos; Anchor University. Ayobo Lagos State; Eko University of Medical and Health Science Ijanikin, Lagos; Trinity University, Yaba, Lagos. Yaba College of Technology, Yaba Lagos;

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1.7 Significance of the Study

The study has the potential to benefit various stakeholders and generate valuable knowledge and practical implications for librarians, university administrators, library users, professional organizations, and the broader academic community.

Librarians themselves stand to benefit significantly from the study. Understanding the relationship between their work environment, personality traits, and organizational commitment can provide valuable insights into their professional development and job satisfaction. In addition, by gaining awareness of how their personality traits influence their perceptions of the work environment and their level of commitment to the organization, librarians can make informed decisions about career paths, skill development, and work-life balance.

University administrators responsible for managing library services and resources can benefit from the study's findings to enhance organizational effectiveness and employee engagement. Insights into the work environment factors that influence librarian commitment can inform strategies for improving workplace culture, promoting staff well-being, and fostering a supportive and inclusive work environment conducive to productivity and job satisfaction.

Library users, including students, faculty, and researchers, can indirectly benefit from the study's outcomes. A positive work environment and high levels of librarian commitment are likely to lead to better service delivery, improved access to resources, and enhanced

support for teaching, learning, and research activities. Understanding how librarians' personality traits shape their interactions with users and their ability to meet diverse information needs can contribute to the development of user-centered library services and programs.

Researchers and academics interested in organizational behaviour, human resource management, and library science can benefit from the study's findings as a basis for further research and scholarly inquiry. The study's insights into the interplay between work environment, personality traits, and organizational commitment among librarians can contribute to theoretical frameworks, empirical studies, and best practices in library management and personnel development.

1.8 Limitations to the Study

The major limitation experienced in the course of this study is the logistics of covering all the tertiary institutions in Lagos State. Some of the tertiary institutions were on strike in the course of the study delaying data collection efforts. In addition, many institutions put a lot of hurdles in the way of smooth data collection in their institutions despite the letter of introduction from the researcher's institutions. However, these challenges were successfully navigated paving way for an in depth research.

1.9 Operational Definition of Terms

Organizational Commitment: Organizational commitment refers to the psychological attachment and loyalty that librarians in tertiary institutions in Lagos State have towards their organization.

Affective Commitment: refers to the emotional attachment and loyalty that librarians in tertiary institutions in Lagos State have to the academic library and the institution, characterized by a sense of belonging and dedication.

Continuance Commitment: this is the perceived need to stay in the job due to costs associated with leaving, such as loss of benefits or tenure among librarians in tertiary institutions in Lagos State.

Normative Commitment: Sense of duty and moral obligation of librarians in tertiary institutions in Lagos State to remain with the organization, driven by a belief in the institution's values and mission.

Work Environment: The work environment refers to the physical, social, and psychological conditions in which librarians in tertiary institutions in Lagos State conduct their work activities.

Cost/Rewards: refers to the benefits and drawbacks of working in the academic library, including salary, benefits, workload, and job security, as perceived by librarians in tertiary institutions in Lagos.

Outcome Expectation: Anticipation of the outcomes or rewards associated with job performance and organizational commitment. As perceived by librarians in tertiary institutions in Lagos.

Equity/Fairness: refers to the perception of fairness among librarians in tertiary institutions in Lagos State in the distribution of resources, opportunities, and rewards within the organization.

Reciprocity: refers to the evaluation of librarians in tertiary institutions in Lagos State regarding the mutual exchange of support and resources between the organization and its employees.

Personality Traits refer to enduring patterns of thoughts, feelings, and behaviours that characterize librarians in tertiary institutions in Lagos State unique personality

Conscientiousness: reflects the degree of organization, responsibility, and dependability exhibited by librarians in tertiary institutions in Lagos State.

Extraversion: Describes the level of sociability, assertiveness, and enthusiasm displayed by librarians in tertiary institutions in Lagos State in their interactions with others.

Agreeableness: Represents the degree of cooperativeness, empathy, and friendliness demonstrated by librarians in tertiary institutions in Lagos State in their relationships with others.

Neuroticism: Refers to the tendency of librarians in tertiary institutions in Lagos State to experience negative emotions such as anxiety, insecurity, and mood swings.

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Chapter Two

Literature Review

This chapter provides a review of existing literature on the subject of this study. This means that concepts such as work environment, personality traits, and organizational commitment are explored to highlight how that have been discussed in literature. In addition to this, the review examines empirical works that have been published on the relationships between the variables such as work environment and organizational commitment, personality trait and organizational commitment as well as other factors that have been examined in relation to organizational commitment. The chapter is organized under the following sub headings;

2.1 Conceptual Review

2.1.1 Overview of Organizational Commitment

2.1.2 Overview of Work Environment

2.1.3 Personality Traits

2.2 Theoretical Framework

2.2.1 Randal and Cote's Model of Organizational Commitment

2.2.2 The Social Exchange Theory (SET)

2.2.3 Big five Traits Personality Theory

2.3 Review of Empirical Studies

2.3.1 Work Environment and Organizational Commitment

2.3.2 Personality traits and Organizational Commitment

2.3.3 Work Environment, Personality Traits and Organizational Commitment

2.4 Conceptual Model

2.5 Summary of Literature Reviewed

2.1 Conceptual Review

2.1.1 Overview of Organizational Commitment

Organizational commitment refers to an individual's psychological attachment to their organization and their willingness to exert effort on behalf of the organization's goals. It reflects the extent to which employees feel a sense of loyalty and connection to their organization¹². Organizational commitment determines whether an employee will be committed to working towards and helping the organization achieve its goals and objectives. Additionally, it was suggested that, organizational commitment is a function of the combination of personal investments that include emotional resources, working relationships, and financial resources. It was stated that employees will demonstrate larger amounts of commitment to their organization when their efforts towards the end goal will be rewarded¹³. This shows that commitment is triggered by some forces. Organizational commitment was also defined as the formation of a psychological state that influences the connection between employees and the company, leading employees to feel a sense of duty towards enhancing the organization's performance¹⁴.

Library as an organization play a crucial role in achieving the objectives of academic institutions. In addition to providing information resources for research and knowledge acquisition, they also provide various services to the patrons. For instance, they provide information literacy instructions, organize awareness programmes and support research activities in various ways. In addition, academic libraries provide other specialized

services such library consortiums, targeted information sharing, library loans, current awareness, and any other necessary services. One could argue that inadequate consultation of information resources raises concerns and could result in the wastage of university resources, including funds and personnel. This can be the result of librarians not learning effective collection management techniques or of unpleasant workplace conditions that could impair their ability to do their jobs well¹⁵. However, when it comes to librarians' job performance, the work environment must be taken into account. Therefore, understanding and fostering organizational commitment among librarians is crucial for libraries to maintain a motivated and dedicated workforce, ultimately enhancing the quality of service they provide to their users.

Generally, organizational commitment among librarians may refer to the degree of loyalty, dedication, and attachment that librarians feel towards their employing institution. This commitment can significantly impact their job satisfaction, performance, and overall well-being. The contemporary labour force necessitates the enhancement of employees' productivity in order to match the market's needs for workforce and employee proficiency. Organizations are currently undergoing significant advancements that give rise to heightened market competitiveness, necessitating the formulation of strategic approaches by managers and leaders in order to effectively compete with their counterparts¹⁶.

More so, the methods employed to gain a competitive edge in the market are undergoing a transformation from the conventional approach, which prioritized customer satisfaction and sales, to a novel model that places greater emphasis on employee well-being and the development of corporate culture¹⁷. The formulation of a competitive strategy for an organization necessitates the consideration of each organization's position in order to

effectively contribute towards the attainment of the organization's aims and objectives¹⁸. Every position inside the organization is assigned distinct duties and responsibilities, which define the anticipated outcomes and contributions to the overall success of the organization. The skills and competences that personnel in these professions must acquire to maximize their productivity are determined by these roles and responsibilities¹⁹.

Hence, the performance of an employee within a company plays a pivotal role in the attainment of the organization's overarching goals and objectives.

An individual employee's success is indicative of the total performance of a business. Consequently, firms are swiftly incorporating models that facilitate the attainment of optimal employee performance as a strategic approach to gain a competitive edge. Therefore, strategic leadership recognizes that enhancing the productivity of an individual employee contributes to the overall improvement of the organization's performance²⁰. Consequently, several management approaches have been implemented by firms to enhance employee performance in their assigned roles²¹.

According to the findings of some scholars, the performance of employees has a crucial role in determining the organization's capacity to effectively meet customer expectations²². It was therefore asserted that organizations that adopt the customer-oriented practice technique are required to improve the performance of their staff²³. Moreover, the leadership and management model of a business plays a crucial role in determining the strategies employed to improve employee performance. Hence, it is imperative for the organization's leadership to recognize the necessity for enhanced employee performance and the subsequent impact on the organization's success, in order to formulate effective policies for improving staff productivity.

Organizational commitment is the primary approach for enhancing employee performance. It plays a crucial part in fostering an employee's capacity to establish a goal-oriented mindset, cultivate a personal connection with their work, and foster an inherent dedication to successfully carrying out their responsibilities. Through dedication, the employee cultivates a heightened awareness of their efforts towards the business aims and objectives²⁴. Furthermore, employee commitment fosters the development of important qualities such as self-motivation, independent problem-solving, and active participation in teamwork. This means that the optimization of organizational performance can be achieved through increased employee effort. Nevertheless, in the absence of corporate commitment, the employees are devoid of the essential impetus that fosters personal resolve in achieving certain objectives²⁵. Therefore, the cultivation of a personal relationship with the workplace is facilitated by the attainment of individual commitment among employees towards organizational goals.

Individuals inside a company establish personal objectives that they are required to accomplish during their tenure. Consequently, they pledge to do their tasks and attain the specific job milestones as their tasks. The personnel exhibit optimal performance as they allocate a significant portion of their efforts towards the successful completion of job initiatives²⁶. Researchers asserts that organizations fosters an environment in which people actively pursue their goals, with work being regarded as their main activity²⁷.

Organizational commitment enables employees to uncover their potential and enhance their productivity. It was believed that employees possess the ability to recognize and assess their own strengths and shortcomings, hence facilitating the optimization and enhancement of their weaknesses. Consequently, the employees cultivate their abilities

and proficiency by demonstrating a gradual dedication to pushing their limits, resulting in improved employee performance²⁸. Therefore, it can be inferred that organizational commitment plays a crucial role in fostering employees' effectiveness within organizations.

Scholars delineated three fundamental manifestations of organizational commitment within the workforce, namely affective, continuance, and normative commitment²⁹. According to theorists, affective commitment pertains to the establishment of an attitudinal connection between an individual and an organization, wherein the employee cultivates an emotional bond that engenders a sense of loyalty and commitment to persist within the organization. Affective commitment is linked to four primary attributes: work experiences, job-related attributes, personal attributes, and structural attributes³⁰. It is believed that the factors that influence an employee's dedication to their work are their need for independence, accomplishment, and connection, personal work ethic, primary personal interests in work, and control³¹.

Structural characteristics of an organization pertain to the organizational structure that encompasses the leadership and management paradigms implemented inside an organization that forms part of organization environment³². The job qualities and work experiences are considered to be integrated with the organizational values, purpose and vision, and strategic organizational objectives³³. These and some other numerous factors collectively influence the employee's alignment with the organization, which determines their dedication to work and ultimately results in improved performance. Continuance commitment pertains to a scenario in which the imposition of expenses associated with departure impacts an employee's decision to remain within a business. Consequently,

personnel persist in their dedication to the corporate objectives as they perceive advantages in remaining and would experience negative consequences if they were to depart³⁴. According to scholars, the development of continuance commitment can be influenced by several factors. These factors encompass the expectations of others, concerns related to self-presentation, impersonal bureaucratic arrangements, individual adjustment, non-work concerns, lack of alternatives, and satisfying conditions³⁵.

The normative commitment combines the notions of moral accountability and owed duty. Consequently, individuals cultivate a strong inclination to stay in their workplace due to their perception of it as morally and ethically justifiable³⁶. Normative commitment serves as the fundamental basis for fostering employee loyalty, as it establishes the perception among employees that their businesses anticipate the cultivation of loyalty.

To support further, the delineating factors of organizational commitment, some researchers also identified affective, continuance, and normative commitment as the key measures of organizational commitment that are necessary to understand the connection between employees and their employers. The authors of the essay "Three Components of Commitment" conceptualized commitment to an organization as a psychological state that is influenced by three unique mechanisms, which in turn shape employees' attitudes and feelings towards their employers or organizations.

The three components of commitment are affective commitment, continuation commitment, and normative commitment³⁷. Affective commitment, as described by the Oxford Review Encyclopaedia of Terms, refers to a situation in which employees have a strong emotional connection with their businesses. Employees are enthusiastic about becoming a part of their organizations. Continuance commitment is defined as a

commitment that is driven by apprehensions or a fear of losing something. It refers to a situation where employees perceive that the disadvantages of leaving their current job outweigh the benefits. Remuneration, familial ties, prestige, and nostalgia are all instances of deprivation³⁸. Normative commitment, as defined by the Encyclopaedia, refers to the feelings of employees being compelled to remain in organizations, their alignment with the organizations' visions, and their ethical and moral obligations³⁹.

Discussing the trio of affective, continuance and normative commitment as a measures of organizational commitment in this study, affective commitment is described as the employee's emotional attachment to their organization. If the employee exhibits a large amount of affective commitment, they are likely to report they have a positive relationship with their co-workers, managers, and executive leaders and are more likely to remain with the organization and actively work towards helping the organization meet its goals. Having a high level of affective commitment towards the organization may deter an employee from seeking opportunities with other organizations⁴⁰. For example, the employee may be reluctant to leave their co-workers or manager due to their attachment to them.

Affective commitment, as described by some researchers refers to an employee's emotional connection, identity, and concern for a firm and its objectives⁴¹. Employees align themselves with the organization's aims and objectives and perceive them as their own. The factors that enhance emotional commitment, as identified by some authors consist of perceived job characteristics, organizational reliability, and perceived participative management⁴². Job characteristics encompass task autonomy, task significance, task identity, skill variety, and supervisory feedback⁴³. Organizational

dependability pertains to an employee's perception that the organization values their interests and well-being⁴⁴. Participatory management refers to the extent of employee involvement in the administrative and decision-making procedures of the organization⁴⁵. This is particularly accurate, particularly in relation to employee well-being and other matters concerning staff. Individuals who possess a strong emotional attachment and dedication to an organization are more inclined to remain with the organization compared to those who have a weak emotional attachment. This is because they are more closely linked with the organizations overall goals and objectives. Subsequently, there is a commitment to persevere.

Affective commitment pertains to an employee's inclination to stay loyal and devoted to their employer. Emotional investment in one's work is indicative of an employee's commitment to their employer. They typically align themselves with the organization's objectives, perceive a sense of belonging, and experience satisfaction with their job or occupation. Employees who are very committed and devoted are extremely valuable assets for companies. They enhance others' sense of value and contribute to the reputation of the organization they are employed by⁴⁶. Affective commitment is the term used to describe the emotional bond that employees have with their organization and their desire to remain with the company for an extended period of time. Research conducted by researchers suggests that employees who have a strong emotional connection to their organization are more like to have a desire to remain employed there. Employees that have reached this level in their careers have achieved a feeling of purpose in their work, have a strong sense of connection, and are satisfied with their jobs. Employers highly value employees that have a strong emotional commitment to their work, as they are

considered significant assets and can effectively represent the organization⁴⁷. In support, it is very clear from the foregoing literatures that affective commitment, encompasses four criteria namely, individual attributes, organizational structural aspects, job-related characteristics, and work encounters.

In the context of librarianship, affective commitment might be demonstrated by a librarian who feels a strong sense of loyalty and dedication to their library. They genuinely enjoy their work, feel proud of being part of the library, and have a deep emotional connection to its mission and values. For example, an affectively committed librarian might stay late to help a patron find a resource or enthusiastically participate in library events, demonstrating their commitment beyond what is required by their job description.

Continuance commitment is the degree the employee feels that leaving their organization will not result in a positive outcome. If the employee has a high amount of continuance commitment, they will choose to remain with their organization because they do not feel there is a positive benefit to them seeking opportunities elsewhere. There are a number of reasons that may deter an employee from choosing to willingly separate from their current employer. For example, the employee may feel they “starting over” in terms of seniority, they may feel that other employers will view them as a “job hopper” or they may not be able to remain “whole” in terms of compensation, benefits, paid time off, remote work options, or other benefits provided by their current employers.

Continuity commitment is the term used to describe the employees' desire to remain in an organization because of their personal assets and nostalgic feelings. Factors such as strong professional networks, expected benefits upon leaving a job, accumulated

retirement funds, career development efforts, gained expertise through employment, extensive work history, participation in community initiatives in the company's vicinity, and age are all relevant in this context⁴⁸. Scholars highlighted age, professional satisfaction, purpose to quit, and tenure as potential indicators of ongoing commitment. Age and tenure can serve as predictors of continued employment due to their role as a proxy sign of commitment and dedication to the company⁴⁹. More so, individuals often choose to remain in a job not only because they are emotionally attached to it, but also because leaving the organization would come with significant expenses. Employees are more likely to remain with an organization if they perceive it to be beneficial. Organizational culture becomes relevant in this context. When undertaking a long-term strategy, it is crucial to consider staff loyalty and retention as vital organizational elements⁵⁰.

Employee retention in the context of organizational commitment refers to the degree of an employee's desire to remain employed by their current employer. Employees who have a strong commitment to remaining with the organization possess an inherent drive to do so. The primary factors that contribute to employees staying in their existing positions are limited job opportunities and inadequate salary⁵¹. Employees that have continuance commitment are those who feel obligated to remain with their current employer due to the lack of potential wage and perks improvement if they were to change employment.

Long-term employees who remain committed to a company but are dissatisfied and disengaged with their work might be a challenge for the organization⁵².

Due to the high cost of quitting and the numerous benefits of staying, a commitment to staying is occasionally referred to as a "continuance" commitment. When individuals are

not interested in pursuing alternative employment opportunities, they are willing to persist in their current jobs. However, if they receive a superior offer in the future, they will promptly relinquish their current position. Many individuals have intense emotions around emotional balance, and workers perceive that losing one's position within an organization might be highly expensive. From a financial perspective, this might involve the reduction of income and perks, as well as the possible harm to one's reputation. An employee that is strongly committed to the organization is more inclined to remain in their current position⁵³.

Organizational commitment is a fundamental notion that encompasses various components, including job satisfaction, employee motivation, empowerment, and inclusivity. The commitment of employees to their job is influenced by the presence of a supportive work environment that fosters their growth and facilitates the attainment of their objectives⁵⁴. The concept of organizational commitment is closely linked to the provision of sufficient compensation to employees within a company. According to a scholar, employees have the ability to satisfy their own demands through the salary and perks they receive while working within the firm. The aforementioned characteristics of organizational commitment do not result in employee churn or the intention to depart from the workforce. Employees who are content with their employment are less likely to be inclined to resign from their positions, similar to employees who undergo professional and personal growth and development⁵⁵.

In accordance with the continuance commitment model, employees exhibit commitment to the organization primarily driven by the apprehension of potential job loss risks. Consequently, it is probable that employees will experience dissatisfaction, which in turn

may result in an intention to leave and turnover. It was argued that continuous commitment refers to an employee's primary objective of retaining their job, rather than deriving satisfaction from it, in order to prevent job loss⁵⁶. This dedication does not ensure job contentment and the full congruence of personal interests and the organization. Consequently, an employee is prone to having a desire to quit but remains present at work because of the insignificant advantages, such as money, linked to the job⁵⁷. Employees exhibiting this type of devotion are prone to departure in the event that they secure more lucrative employment opportunities or seek alternate avenues to access the benefits they were previously receiving within the firm.

The organizational environment plays a pivotal role in shaping the well-being and retention of people inside a firm. Research has been conducted to examine the factors influencing employees' intention to depart from their present firm⁵⁸. The rise of turnover is primarily rooted in the employees' intention to leave their current employment. In a study conducted by an author, the relationship between organizational commitment profiles and turnover intents was examined. The study found that several factors contribute to the formation of employees' intention to leave their jobs, which then leads to turnover⁵⁹. The primary factor contributing to employees' intention to leave employment is the misalignment between their self-interests and the aims of the firm⁶⁰. According to scholars the inclination to depart from one's current employment is a slow progression that signifies a sense of discontent with both the work environment and the performance of employees in their respective positions⁶¹. This means that organizations that have a high turnover rate and a significant number of employees express the intention to quit

tend to have poorer working standards, negative employee relations, and an unfavorable workplace environment.

The state of corporate culture has a crucial role in influencing and promoting the formation of employee intention to depart. The formation of an unfavorable disposition towards employment, the work environment, or the management of the organization leads to a longing to depart from the employer⁶². It was opined that a significant contributing factor to employee discontent with their assigned positions within a company and the nature of their work is the development of intention to leave and turnover⁶³. In support, it was asserted that employees experience a decline in their initial connection with the organization, resulting in unhappiness with the consequences of their efforts, the job procedures they engage in, and the incentives they receive from the business⁶⁴. The employees encounter a significant degree of disorientation in relation to the expectations and outcomes set by the business, resulting in the emergence of withdrawal symptoms and subsequently, employee turnover.

There has been a growing body of research examining the relationship between organizational commitment and employee turnover. There exists a reciprocal relationship between the two constructs, as evidenced by their mutual influence.

There are multiple reasons that hold significance in relation to the intention to depart from an organization. An author identified several factors that contribute to job retention, including affective commitment, professional stability, area of employees' work, and job satisfaction⁶⁵. Another researcher proposes that the conscious and purposeful willingness of individuals to quit an organization is influenced by leadership behaviors, stressors, and organizational commitment⁶⁶. A study findings revealed that the call center environment

suffers from a deficiency of leadership support, making it challenging for call center directors to retain personnel, particularly when employees express a desire to depart⁶⁷.

Additional research has also shown similar findings, suggesting that employees who are engaged to their work are more likely to stay in their current position. This can be attributed to the positive relationship and alignment of their personal interests with the firm⁶⁸. Organizational commitment refers to the inherent dedication individuals have towards their professional activities and the overall organizational environment. This commitment fosters a personal connection between the organization and its employees. Hence, employees face challenges in resigning from their firm when they possess greater personal and intrinsic worth⁶⁸.

Moreso, there exists a clear correlation between the ideas of presenteeism and absenteeism and organizational commitment. The concept of presenteeism can be attributed to employees' dedication to their duties and responsibilities in certain instances. As a result of their commitment to performing diverse responsibilities within the firm, employees often cultivate a proclivity for attaining personal satisfaction by successfully completing their daily work routines⁶⁹. According to authors, individuals who possess organizational commitment exhibit a tendency to establish specific ambitions and targets that they strive to accomplish on a daily basis within their professional environment. Hence, even in instances of suboptimal health, their unwavering resolve compels them to attend work in order to achieve their predetermined objectives⁷⁰.

Presenteeism demonstrates a strong emotional dedication to employees' duties and obligations inside the firm⁷¹. In contrast, it has been argued that absence plays a negative role in fostering organizational engagement among employees. Numerous firms

encounter suboptimal performance as a consequence of diminished attendance rates, wherein employees fail to adhere to the anticipated work schedule. A scholar argued that absenteeism is indicative of a lack of engagement with the work environment and the nature of work. Employees that frequently miss work exhibit a lack of job obligations and possess a pessimistic outlook towards their company⁷². Moreover, it has been shown that absenteeism can result in a decline in employees' dedication to their work, particularly when they experience external circumstances that contribute to the development of stress, sadness, and bad attitudes towards work or other aspects of their personal lives.

For example, in the event of the death of an employee's immediate family member, the employee may experience heightened levels of stress and despair, resulting in diminished concentration and resolve in their professional endeavors. Hence, the presence of employees at their workplace is a vital factor that indicates their dedication to the goals of the firm. The cultivation of organizational commitment has the potential to effectively mitigate instances of absenteeism throughout numerous businesses.

Continuance commitment is based on the perceived costs associated with leaving the organization, such as loss of benefits, seniority, or financial security. In the library setting, continuance commitment might be evident when a librarian remains with the organization primarily because they believe it would be too costly or risky to leave. This could include factors such as a lack of alternative job opportunities, concerns about finding a similar position elsewhere, or financial considerations. For example, a librarian may continue working at the library despite feeling dissatisfied with certain aspects of their job because

they rely on the stability of their current position or the benefits it provides, such as healthcare or retirement plans.

Normative commitment is the degree in which an employee feels obligated to their organization or the degree in which the employee feels that staying with their organization is the “right thing to do”. Employees may feel obligated to stay with their current employer for a number of reasons. For example, their organization may have provided them with support and flexibility during a difficult personal situation or the organization may have given the employee a promotion or increased compensation, leading to feelings of obligation to the organization. Some researchers evaluated continuance commitment, normative commitment and affective commitment and their impact on turnover intentions. They determined that the three types of commitment played various roles in determining organizational commitment and turn over intentions. Normative commitment is the term used to describe the extent to which workers believe they should remain with their employer. Employees that demonstrate strong dedication to their organizations are more inclined to remain employed. Normatively committed employees possess a strong belief that leaving their company would be a grave error and are burdened with feelings of guilt around the possibility of doing so⁷³.

Employees may experience feelings of guilt after departing from the firm due to concerns that their departure will create a void in knowledge and skills, hence increasing the burden on their colleagues. Individuals who encounter such feelings in their professional environment are more prone to underperform compared to those who do not experience such emotions. For employees who strongly adhere to norms, the act of leaving their employer would have severe consequences, completely erasing their whole reservoir of

knowledge and experience. Employees who encounter such stress face difficulties in performing optimally, as they suffer a sense of shame associated with their decision to leave their positions. An employee's normative commitment may increase when a company covers college tuition expenses in advance or incurs substantial costs related to recruitment fees or work training expenses. According to authors, employees feel obligated to show their loyalty to the company until the debts resulting from these investments are fully paid off⁷⁴.

All three forms of commitment share the notion that commitment is a psychological state that defines the employee's connection with the business and influences the choice to either remain or terminate their affiliation with the organization. Employees who have a high normative commitment remain in their jobs because they feel a sense of obligation or duty, whereas those with a strong continuation commitment remain in their jobs because they feel compelled to do so⁷⁵. Nevertheless, as stated by researchers, these three forms of commitment are distinct both in theory and in practice. Although emotional and normative commitment may seem similar in certain aspects, they were determined to be separate from continuing commitment in most instances. Consequently, they can be evaluated individually⁷⁶.

Affective commitment, as defined by scholars, refers to the emotional attachment that employees have towards an organization. Normative commitment, on the other hand, refers to employees' ethical obligation to remain with the organization. Continuance commitment is the employees' recognition of the potential costs involved in leaving the organization. The author argues that affective commitment holds greater value in organizational commitment as it impacts normative and continuing commitment in many

ways. The researchers examined the degree of emotional, continuous, and normative dedication among the faculty members at the Technical University in Jeddah, Saudi Arabia, along with their level of job satisfaction. The research indicates that faculty members at Technical University exhibit a moderate level of emotional and continuous commitment, together with a high level of normative commitment⁷⁷.

Commitment is characterised by workers' devotion to the organization, alignment with aims and objectives, and readiness to work towards achieving those goals and objectives. Employees are required to align with the library's objective and demonstrate enthusiasm in their efforts to contribute to its success⁷⁹. Several university libraries have implemented programmes aimed at preserving or enhancing employee engagement and minimizing staff turnover. This is based on the notion that dedicated personnel consistently and conscientiously carry out their work.

Normative commitment is based on a sense of obligation or duty to remain with the organization due to perceived moral or ethical reasons. In the library context, normative commitment could be exemplified by a librarian who feels indebted to the organization because of the investment it has made in their career development or because they feel a sense of responsibility to their colleagues or the community they serve. This suggests that a librarian may feel a strong obligation to stay with the library because they were provided with opportunities for professional growth, such as attending conferences or pursuing further education paid for by the organization. They may also feel a duty to serve the community and continue providing valuable library services.

2.1.2 Overview of Work Environment

Work environment was conceptualized by a prominent author as the constituents of employee involvement with work. It is the environment needed to determine organizational performance and effectiveness⁷⁸. In a normal working environment, there are two important elements: physical components and behavioural constituents. The physical environment refers to the elements that are linked to an employee's ability to connect physically with the office surroundings. The workplace occupiers' etiquettes are interconnected through the behavioural and environmental components. The office atmosphere has a favourable impact on the behaviour of individual employees. Hence, the quality of the working environment has a crucial role in determining the degree of motivation, productivity, and performance of employees and workers⁷⁹. The extent of employees' affiliation with an organization significantly impacts their behaviour within the organizational context, including their motivation, inventive behaviour, absenteeism, contact with colleagues, and job retention.

Currently, the focus is on employee productivity, which is influenced by the working environment in several ways⁸⁰. Its impact might be either beneficial or detrimental, contingent upon the existing physical conditions within the working area. The workplace environment in industries in developing nations is predominantly characterised by insecurity and hazards. An optimal and secure working environment plays a pivotal role in enhancing productivity. Regrettably, many organizations perceive it as an additional expense and allocate limited resources towards maintaining a comfortable working environment.

Work environment encompasses various factors that impact employee productivity, such as furniture design, ventilation, noise, light, supervisor support, workspace, communication, and fire safety procedures⁸¹. The productivity of employees directly affects their job performance inside the organization. It was observed in their study that the performance of library workers is strongly linked to physical work environment elements, including the presence of library facilities. They emphasized that having access to necessary resources such as up-to-date printed documents, printers, internet/email, multimedia projectors, CD-Roms, air conditioners/fans will improve job performance. An efficiently organized and prestigious institution attends to and sustains the requirements of their personnel (specifically, librarians in this study). Highly motivated employees in large corporations attain optimal productivity and uphold the value of the organization⁸². Employees who work in an insecure and unhealthy workplace are more likely to develop occupational diseases as a result of the negative impact of the environment on their performance. This, in turn, has have the possibility of having a detrimental effect on the overall productivity of the organization.

There seems to be a solid foundation for a worker's presence or absence throughout the workday, and the competitive landscape in the workplace is always evolving. Even if they spend a lot of time there, many employees—particularly those in industrial sectors—find that their workplace is no longer a second home, and as a result, they either fight against or feel pressured to accept the unpleasant working conditions. There are numerous valid reasons an employee could be absent from work, including official leave (for training), illness, yearly leave, emergency leave, and many more⁸³. Quite a few of these factors contribute to employees seeking refuge from their stressful working

conditions, rather than from the heavy workload itself. Building workers, factory employees, highway workers, bus operators, and countless more are among the industrial workers whose jobs put them in direct contact with potentially dangerous environments.

Workplace hostility brought on by exposure to dangerous conditions may have an effect on workers' ability to focus and pay attention. This suggests that a less-than-ideal work environment may have a negative impact on productivity by making workers less invested in the work they're doing. In addition, a hostile work environment, such as one that is too hot or too cold, too crowded, too dark, too loud, or full of strange sounds, could have an effect on an employee's productivity and quality of work⁸⁴. While most occupations rely on quantitative measures of performance, others are more sensitive to the nature of the work environment and how it affects employees' productivity and quality of output.

According to the Pew Research Center in 2015, by 2010, 60% of Millennials in the workforce have resigned from their job during the initial 3 years of employment. The recognition of the importance of retaining and engaging the upcoming cohort of employees has become a significant focal point for professionals in the field of human resources. Generational disparities suggest that younger employees tend to depart from the business when the qualities they prioritize in the workplace are absent. Organizations incur costs due to the turnover of the Millennial generation⁸⁵.

While the financial consequences of turnover may differ between organizations, it is important to note that expenses are associated with several activities, including separation costs, replacement costs, and training costs. The costs associated with separation encompass the temporal and material resources required to carry out various tasks,

including exit interviews and other administrative operations. Replacement costs refer to the expenses incurred in the process of hiring and onboarding new personnel. Training costs refer to the expenses that are accrued throughout the process of training a new workforce. Therefore, it is imperative for firms to take into consideration workplace features in order to enhance long-term organizational engagement among the Millennial generation.

A comprehensive understanding of the various duties, responsibilities, and challenges inherent in the academic library setting is important for librarians and staff in order to proficiently facilitate teaching, learning, and research within institutions of higher education⁸⁶. The academic library work environment is characterized by its dynamic and multidimensional nature, as it serves the diverse demands of students, teachers, and researchers, all while aligning with the institution's goal. Theoretical models have been developed by researchers in the field of work activity to explain the impact of the work environment on health. Originally grounded in the notion of "stimulus-response," these theoretical frameworks have undergone further development to incorporate various individual or environmental factors that either alleviate or exacerbate the effects on the health of the work environment⁸⁷.

During the 1950s, a period characterized by significant advancements in the field of social sciences, the Institute for Social Research (ISR) at the University of Michigan initiated a research program named "Mental Health and Social Environment." This initiative was initiated in response to a resurgence of interest in mental health, which was sparked by the profound effects of the second world war, such as the psychological strain experienced by troops. ISR scholars became interested in organizations and their impact

on American life due to the full employment and expansion in production throughout the 1960s⁸⁸. The initiative, which was launched by French and Kahn, gradually shifted its attention towards workplace wellness. French and Kahn devised a model that reflects the links between labor and health, drawing inspiration from Lewin's 1938 field theory⁸⁹.

Lewin's concept differentiates between an objective work environment and a subjective work environment. The perception of an objective environment by an employee gives rise to a subjective environment, which subsequently influences the level of stress experienced. Consequently, stress impacts both physical and mental well-being by eliciting physiological, emotional, and behavioral responses. The initial model proposed by French and Kahn 1962 also emphasizes the individual's attributes, such as values and personality, as well as their social context, including family and social groupings. The influence of the objective environment on the perceived (subjective) environment, the subjective environment on stress, and the subsequent impact of stress on health are influenced by these two sets of variables⁹⁰.

Theoretically, among theories propounded to underpin factors that influence employee commitment is the notable Herzberg's two factor theory. The theory stated that certain factors result in job satisfaction and other factors prevent dissatisfaction. Herzberg classified these job factors into two categories, hygiene factors and motivational factors. Hygiene factors are those job variables that are essential for creating motivation in the workplace⁹¹. These variables may include compensation, organization policies, and working relationships between supervisors and employees. If these variables are missing from the workplace environment, job dissatisfaction occurs. It was noted the hygiene factors cannot be regarded as motivators, do not drive long term job satisfaction, and are

not intrinsically rewarding. Motivation variables are what lead to positive job satisfaction. These variables are intrinsically motivating and drive employees to achieve greater levels of performance, opportunities for advancement and recognition⁹².

It was posited that environmental comfort can be categorized into three distinct domains: physical, functional, and psychological. Physical comfort in the workplace consists of accessibility, safety, and hygiene, without which a structure is uninhabitable. These are considered fundamental human necessities, particularly in the workplace. Formal comfort pertains to the ergonomic assistance that users require in order to carry out work-related activities and duties⁹³. Therefore, to ensure functional comfort, an enclosed space for private meetings and discussions, appropriate lighting for screen-based work, a partition for individual work stations, and ergonomic furniture dimensions may be beneficial. Additionally, psychological comfort stems primarily from a sense of ownership, control, and belonging in the work environment. Environmental comfort posits that a deficiency or inadequacy in any of the following three aspects physical, functional, or psychological can be offset by a strength in the other aspect. Hence, in order to achieve an ideal outcome regarding work or job performance, environmental support (a pleasant physical workplace environment) should guarantee satisfaction in all three dimensions of comfort: physical, functional, and psychological. In reality, there are opportunities for organizations to transform the physical environment of the workplace so that it is pleasant and comfortable for all employees.

Considering the tangible, functional, and psychological aspects of comfort environments, it is imperative for organizations to assess the surrounding conditions and improve the working environment⁹⁴. This entails the following: Assess the physical environment and

areas that contributed to employee discomfort. Design the area in a manner that promotes enhanced comfort and productivity in the workplace. Implementing auditory and visual barriers, as well as incorporating absorption materials into walls and ceilings. It is possible to position work surfaces and office furniture so as to avoid line-of-sight obstructions. Additionally, "white noise" may be employed to aid in the investigation. A more subdued lighting scheme for both the workstations and the entire office structure. Mixing indirect and directly targeted lighting to illuminate areas of interest and, for older computer displays, applying antiglare filters are methods for reducing glare.

In view of the negative impact of poor people management practices on organizations, it is necessary for researchers to further examine the factors that impact employee behaviours and attitudes towards change. Although the positive impact of communication and some other factors like fairness, cost/benefits on employee attitudes and behaviours has been demonstrated, there is still limited understanding of the specific mechanisms by which communication influences attitude transformation⁹⁵.

While certain academics have contributed to the advancement of the theoretical foundation of social exchange theory, our understanding of the theoretical foundation of employee responses to large-scale organizational change is limited. The social exchange theory, proposed by Blau in 1964, offers a valuable framework for comprehending the impact of organizational activities on employee attitudes. Social exchange theory was formulated to elucidate the process of how interpersonal connections are established, progressed, and sustained⁹⁶.

Consequently, it serves as a foundation for comprehending the dynamics of employee-organization interactions. According to social exchange theory, if employees see

expressions of support regularly, truly, and deeply, they are more likely to reciprocate with prosocial attitudes and behaviours⁸⁷. Research has demonstrated that employees tend to respond to their organization's support by exhibiting higher levels of emotional commitment and lower levels of scepticism towards organizational change⁸⁷. Scientists have discovered a crucial group of social exchange concepts that impact the act of reciprocation. Among these concepts, perceived organizational support and procedural justice have been extensively studied in organizational settings⁹⁷.

Organizational support theory explains the dynamics of the relationship between employees and their organization by describing how employees' commitment is influenced by their overall beliefs about how much the organization values their contributions and cares about their well-being⁹⁸. The theorist and colleagues proposed that employees' views of organizational support serve as an indicator of the organization's level of commitment towards them, demonstrated through acts of appreciation and concern. Perceived organizational support is widely acknowledged as a significant social exchange concept because of its powerful impact on affective commitment.

Researchers conducted a meta-analysis of 42 studies and found a significant average weighted adjusted correlation between perceptions of organizational support and affective commitment. It was found that perceived organizational support significantly affects various aspects of job satisfaction, including turnover intention, good mood, job participation, workplace strain, and extra role performance. The correlation coefficients indicate a strong positive relationship with job satisfaction, a strong negative relationship with turnover intention, a moderate positive relationship with positive mood, a moderate

positive relationship with job involvement, a moderate negative relationship with workplace strain, and a weak positive relationship with extra role performance⁹⁹.

Given the meta-analytic evidence emphasising the significance of perceived organizational support in shaping employee attitudes and behaviours, it is crucial to examine the factors that impact organizational support. It was also identified that fairness judgements have a strong predictive relationship with organizational support. It was particularly identified procedural justice as the most influential factor in determining perceived organizational support, with a correlation coefficient of .59. This implies that employees who see changes to policies and processes as equitable and impartial are more inclined to have a sense of support from their organization. Additional important factors that contribute to organizational support are supervisor support and organizational rewards¹⁰⁰.

Justice theory which is the second aspect of social exchange theory focuses on employees' perception of fairness and equity in the management and distribution of work processes and outcomes. Procedural justice pertains to how employees perceive the fairness of the processes used to make decisions¹⁰¹. It was argued that seeing justice is crucial for employees to evaluate the quality of their social exchange interactions with their supervisors and organizations, thereby highlighting the significance of procedural justice as a social exchange construct¹⁰². It was also found that procedural fairness has a significant impact on factors connected to trade, such as perceived organizational support and trust. It is also a crucial factor in determining the strength and direction of social exchange connections¹⁰³. Some researchers introduced the concepts of "voice" and "justification" as two factors associated with procedural justice in communication.

Voice refers to the degree to which employees think that they have the opportunity to contribute their opinions and ideas before the ultimate decision is made by the person in charge. Justification pertains to the degree to which management effectively elucidates the rationales behind decisions. Voice refers to the extent to which employees have the chance to engage in two-way communication with their organization, while justifications are the communications that inform employees about the reasons behind actions¹⁰⁴.

Although authors have explored the concepts of voice and justification in relation to procedural justice, other well-known academics in the field of justice, have not specifically investigated communication as a potential characteristic associated to justice. Therefore, it is necessary to conduct additional research on the correlation between communication and justice. Procedural fairness, like organizational support, has been found to have a significant impact on certain crucial employee attitudes and behaviours. These include commitment, work satisfaction, organizational citizenship behaviours, and trust in senior management. It was further found that when employees perceive unfair treatment, they tend to attribute the injustices to a specific party¹⁰⁵. Within the context of change, it is possible for employees to develop negative attitudes towards their organization, senior management, managers, and change managers if they view the changes to be unjust. In a broader sense, a study demonstrated that when employees perceive procedural justice violations, it leads to them being cynical towards change¹⁰⁶.

2.1.3 Personality Traits

Each individual possesses a distinct personality that influences their cognition, emotions, and behaviors, both within and outside of the professional setting. In order to comprehend an individual's personality, it is crucial to grasp their features, which define

enduring patterns of behavior¹⁰⁷. The regular patterns mentioned by some scholars have a significant influence on several parts of individuals' lives¹¹⁰. Characters are delineated by their distinctive traits, which comprise their personalities. These aspects serve to elucidate the motivations, thoughts, emotions, and actions of individuals¹⁰⁰. An individual's personality has a significant influence on their behavior and their interactions with others.

Personality refers to an individual's preferred or typical patterns of behaviour, thinking, and feeling¹⁰⁷. Thus, although an individual's fundamental principles are likely to impact their conduct in the workplace within organizations, their actual behaviour is more likely to be influenced by their personality¹⁰⁸. Prior studies have emphasized the comprehension of personality variations among employees from different generations in the workplace. Their research has shown that variations in personality traits significantly influence job performance¹⁰⁹.

It can simply be defined in terms of the inner mechanism of a person which influences the person to behave in a certain manner¹¹⁰. In other words, personality identifies what and how a person would do in a certain situation. It is because the personality of the person defines the person. Thereby, one cannot be sure about the fit between the person and the situation unless the personality type of the person is determined.

Personality traits are enduring patterns of thoughts, feelings, and behaviors that characterize an individual's unique way of interacting with the world. They are relatively stable over time and across different situations, shaping how individuals perceive, interpret, and respond to their environment. Academic library personnel exhibit a diverse

range of personality traits that contribute to their effectiveness in supporting the educational mission of their institutions.

The Big Five personality model has gained widespread acceptance in the scientific community and has contributed to a resurgence of personality research in organizational behavior and psychology¹¹¹. Indeed, this model has been used to study relationships between personality and variables of interest to organizations such as leadership, Job satisfaction, Job performance, and turnover^{112, 113, 114}. The Five Factor Model identifies neuroticism, extraversion, receptivity to experience, conscientiousness, and agreeableness as the five main personality traits. An individual's personality is comprised of an intricate web of interrelated cognitive and physiological processes that regulate their emotions, behaviors, and dispositions. The Big Five Theory is a generally accepted. Contemporary psychologists hold the notion that personality is comprised of five different qualities¹¹⁵. According to this perspective, there are five primary personality traits: extraversion, agreeableness, openness, conscientiousness, and neuroticism.

Personality traits are considered important factors that influence how individuals behave. Previous studies have linked personality traits to cognitive aspects such as personal values, affective aspects such as attitudes, and behavioural patterns. A number of scholars have examined five aspects of personality traits in the field commonly referred to as the Big Five: Neuroticism, Extraversion, Conscientiousness, Agreeableness, and Openness to experience¹¹⁶. A researcher investigated the effects of the previously described five aspects of personality traits on emotional intelligence, emotional labour, emotional tiredness, and counter-productive work behaviour in frontline staff. A study revealed that three specific personality qualities (extraversion, agreeableness, and neuroticism) have an

impact on employees' emotional intelligence, whereas two other traits (conscientiousness and openness) affect counter-productive work behaviour¹¹⁷.

Openness trait reflects the extent to which an individual is open-minded, imaginative, curious, and receptive to new ideas and experiences. People high in openness tend to be creative, adventurous, and intellectually curious. They enjoy exploring new concepts, engaging in artistic pursuits, and embracing unconventional ideas. Openness to Experience is a trait characterised by a predisposition to being inventive, cultural, inquiring, original, broad-minded, clever, and artistically sensitive¹¹⁸. Similar to extraversion, openness to experience is linked to a desire for status or a drive to succeed¹¹⁹. Therefore, Openness is likely correlated with a propensity to seek employment opportunities both within and outside the organization. Individuals with a high level of Openness to Experience are more inclined to favour external options, increasing the likelihood of them switching organizations when better work opportunities become available. This is because they have a preference for seeking out diversity and engaging in novel experiences, such as trying out various jobs¹²⁰. Individuals with a greater need for diversity and novelty are more likely to be drawn to new job demands and seek out alternative roles in familiar work activities they have encountered before¹²¹.

Individuals with a high level of Openness to Experience tend to prioritize the advantages of pursuing new possibilities while minimizing the drawbacks of leaving their current professions. Furthermore, a recent meta-analysis conducted by some researchers demonstrated a strong correlation between Extraversion and Openness to Experience and proactive personality. Proactive individuals actively pursue diverse and innovative opportunities, as well as more demanding and intricate work experiences. As a result,

they prioritise the advantages of obtaining a job in a new organization rather than dwelling on the drawbacks of leaving their current job¹²².

Based on the foregoing, librarians or library personnel who score high on this trait are likely to be imaginative, curious, and open-minded. They may be more willing to explore new ideas, technologies, and methods for organizing and accessing information. This trait could manifest in librarians who are enthusiastic about adopting new digital cataloguing systems, experimenting with innovative library programs, or embracing emerging technologies to enhance library services. However, overly open librarians might prioritize novelty over stability, leading to frequent changes in procedures or difficulty maintaining consistency in library services. They may also struggle with focusing on routine tasks or adhering to established protocols.

Conscientiousness as one of the five personality traits is characterized by traits such as organization, responsibility, self-discipline, and goal-directed behavior. Individuals high in conscientiousness are typically reliable, hardworking, and detail-oriented. They set high standards for themselves, strive for achievement, and demonstrate a strong sense of duty and perseverance in pursuing their goals. Individuals with a high level of Conscientiousness exhibit traits such as dependability, caution, organization, diligence, and a strong drive for achievement. Conscientiousness is defined as a predisposition to be highly engaged in work, particularly in organizational settings, and to choose behaviour that follows rules and guidelines¹²³. Conscientious persons are prone to form an emotional connection with work organizations due to this reason. Conscientiousness has been proposed as a fundamental trait that influences organizational commitment¹²⁴.

Employees that are conscientious not only excel in their performance but also demonstrate excellent citizenship¹²⁵. Consequently, they are more likely to earn incentives from the organization. Conscientious persons find tangible and intangible rewards very enjoyable since they serve as concrete proof of their accomplishments. Therefore, receiving rewards may lead to an increase in achievement striving among those who are conscientious.

Similar to Agreeableness, it is believed that persons who possess higher levels of Conscientiousness will likewise exhibit higher levels of NC compared to those with lower levels of Conscientiousness. It was argued that individuals with a conscientious personality generate a sense of normative commitment because they experience moral obligations to fulfil their duties towards their employer¹²⁶. The conceptual connection between Conscientiousness and NC lies in the shared importance placed on loyalty and responsibility. Highly conscientious individuals are less inclined to withhold their effort in fulfilling their professional tasks and duties, even when they perceive minimal support for their own growth and development. More so, it was discovered that individuals with a high level of conscientiousness are inclined to maintain their loyalty to their organization, even when they sense a breach in the relational psychological contract¹²⁷.

Conscientious individuals naturally seek to create and maintain long-term relationships with their organization because of their inherent loyalty and dependability¹²⁸. Therefore, it is only natural for them to exhibit organizational commitment. This means that Conscientious librarians are organized, detail-oriented, and dependable. They pay close attention to accuracy and efficiency in their work, ensuring that library resources are well-maintained and easily accessible. They are likely to excel in tasks such as

cataloguing, managing library collections, and adhering to strict library policies and procedures. However, excessively conscientious librarians may become perfectionistic or overly rigid in their approach, leading to burnout or resistance to change. They might struggle to delegate tasks, micromanage colleagues, or become overly stressed by minor errors or setbacks.

Extraversion encompasses traits such as sociability, assertiveness, energy, and positive emotionality. Extraverted individuals are outgoing, talkative, and enjoy being around others. They tend to seek social stimulation, thrive in group settings, and often take on leadership roles. However, introverts, who are more reserved and reflective, also bring unique strengths to various situations. Extraverts are those who derive their energy from external sources, such as the outer world, encompassing people, objects, activities, and social engagements. Personality traits, such as extraversion, are linked to positive moods and pleasant experiences¹²⁹. These individuals are characterized by their relaxed nature, sociability, and affectionate disposition, which is why they are commonly referred to as "extraverts". Individuals with low levels of extraversion are commonly referred to be introverts, and this characteristic negatively affects their social interaction skills and overall efficacy¹³⁰.

"Extraversion" encompasses characteristics such as self-assurance, sociability, enthusiasm for life, and the ability to have a positive self-image. Individuals who possess elevated degrees of extraversion exhibit a strong inclination towards engaging in social interactions, actively seeking out opportunities to meet new individuals and participate in various social events. They possess an extensive social network and exhibit a high level of affability. Introverts, those with diminished degrees of extraversion, have a preference

for being alone rather than engaging in social circumstances. Engaging in casual conversation and attracting attention are likewise prohibited¹³¹.

Extraversion is a multifaceted characteristic. Extraverts are characterised by their inclination towards friendliness and positive emotions. Due to their elevated levels of positive affectivity, extraverts typically have a more favourable perception of their work settings and exhibit. It is more probable that individuals will remember good information, as demonstrated by some scholars¹³². Consequently, individuals are more inclined to experience job satisfaction and develop emotional connections to their organization and its members. Some authors conducted a meta-analysis and found evidence supporting a positive correlation between Extraversion and AC ($r = .22$). Despite being derived from a limited number of primary studies; the researcher worked based on the assumption of a positive correlation between Extraversion and AC. Nevertheless, we anticipate that Extraversion has a negative correlation with CC. Extraverts possess exceptional social skills, exhibit ambition, and are inclined to proactively take action. The individuals are driven by the pursuit of status or a strong ambition to succeed, and they are likely to do this by establishing and nurturing high-quality social connections¹³³.

Consequently, individuals have a greater number of employment options, both within and outside the organization¹³⁴. These choices may have contrasting impacts on CC, as internal alternatives enhance the advantages of staying while exterior alternatives enhance the advantages of leaving. However, extraverts also have a tendency to actively pursue opportunities that are materialistic and sensational, even if they are dangerous. They do this in order to achieve power, status, or recognition in their interactions where they exchange goods or services with others¹³⁵.

According to certain scholars, extraverts who are looking to advance in their careers are more inclined to leave their current organization when better job opportunities arise¹³⁶. This is because they are more attracted to the exciting and risky external opportunities, and they place more importance on the potential benefits of joining a new organization rather than considering the drawbacks of leaving their current one. In addition, individuals who are extraverts typically possess strong interpersonal abilities, enabling them to establish a fresh social circle when relocating to a different organization¹³⁷.

The ability to establish networks, combined with the appeal of external chances, may enhance the inclination of extraverts to focus more on the anticipated advantages of joining a new organization rather than the drawbacks of leaving their existing organization. Therefore, extraverts are more likely to have a diminished level of commitment and connection to their organizations compared to introverts. It is important to mention that empirical data has shown a positive correlation between Extraversion and NC¹³⁸.

While the public often stereotype librarians as introverted, there are certainly extraverted individuals in the profession. Extraverted librarians are sociable, outgoing, and enjoy interacting with patrons and colleagues. They may thrive in roles that involve public speaking, leading library programs or workshops, and networking within the community to promote library services. On the downside, highly extraverted librarians might seek social interaction at the expense of tasks requiring solitude or concentration, such as cataloguing or research. They may also dominate conversations, interrupting quieter colleagues or overwhelming more introverted patrons. Extroversion can however be distinguished from agreeableness.

Agreeableness reflects traits related to interpersonal behaviour, such as empathy, cooperation, trust, and altruism. People high in agreeableness are generally warm, compassionate, and considerate of others' feelings. They value harmony in relationships, tend to be empathetic listeners, and are willing to compromise to maintain peace and cooperation. People with a high level of agreeableness exhibit traits such as politeness, cooperation, adaptability, and forgiveness¹³⁹. Initially, pleasant persons are driven to satisfy their basic affiliation requirements through their loyalty, trustworthiness, and compliance. Their desire for affiliation is likely to lead individuals to strongly identify with their organization. Moreover, due to their inclination to trust and remain loyal, pleasant individuals exhibit a higher capacity to endure inequality or unfairness in their social interactions, hence reducing the likelihood of a decline in their affective commitment in reaction to unfavourable experiences.

Furthermore, driven by their desire to foster pleasant interactions, agreeable personnel make deliberate efforts to build and sustain friendly connections with their colleagues inside the organization. These social connections promote a positive atmosphere at work and strengthen emotional connections to the organization. Individuals who are agreeable are also likely to contribute to positive organizational experiences, even when they are uncertain about the organization's commitment to them. This is because they believe that their social exchange partners will remain indebted and reciprocate in the end, leading to higher levels of affective commitment¹⁴⁰.

Moreover, when a librarian has more personnel with agreeable traits, it creates a group with high potential for organizational loyalty and compliance which might result in elevated levels of normative commitment. Individuals who are agreeable generally get a

sense of support from the organization¹⁴¹. Furthermore, pleasant individuals may feel obligated to demonstrate devotion to the organization due to their inclination to follow the norm of reciprocity, as a result of the support they have received. Agreeableness is additionally linked to the inclination to establish harmonious relationships. When social exchange expectations are violated, social intimacy tends to decrease. Agreeable individuals, thus, may feel compelled to maintain their part in the social exchange by exhibiting negative emotions (NC)¹⁴².

Furthermore, this personality feature is a manifestation of the Big Five personality theory. It is characterized by an individual's cooperative, kind, tolerant, sensitive, considerate, and sympathetic behaviour. Additionally, this individual works in harmony with the organization. An individual or people with agreeableness as a character trait demonstrates a welcoming and caring attitude towards others¹⁴³. This group of individuals forms intimate connections both within the professional setting and beyond. According to scholars this group of individuals demonstrates a strong commitment to establishing and maintaining harmony, and they tend to employ compromising techniques when addressing conflicts. Individuals that possess a significant level of agreeableness exhibit a strong inclination towards caring about others. They possess a commendable reputation for their altruistic and empathetic nature towards anyone need assistance¹⁴⁴.

Individuals exhibiting low levels of agreeableness tend to display nasty and indifferent behaviour towards others, often resorting to manipulation¹⁴⁵. Librarians high in agreeableness are friendly, compassionate, and cooperative. They genuinely care about helping patrons and creating a welcoming environment in the library. They excel in customer service roles, resolving conflicts peacefully, and working collaboratively with

colleagues to achieve common goals. However, overly agreeable librarians may avoid confrontation or assertiveness, leading to difficulty in addressing conflicts or setting boundaries. They might also be susceptible to manipulation or exploitation by patrons or colleagues who take advantage of their accommodating nature.

Emotional stability refers to the degree of emotional resilience, calmness, and ability to cope with stress. Individuals high in emotional stability (low in neuroticism) are emotionally resilient, even-tempered, and able to remain composed under pressure. On the other hand, those low in emotional stability (high in neuroticism) may experience heightened levels of anxiety, mood swings, and negative emotions. Individuals with a high level of Emotional Stability exhibit traits such as calmness, resilience, and a sense of security. Individuals high in Emotional Stability are less susceptible to emotional distress, less prone to encountering and causing bad events in their life, and less inclined to perceive their work surroundings in a negative light compared to individuals with low emotional stability.

Emotionally stable individuals are more likely to exhibit higher degrees of affective commitment (AC) towards their organization, which refers to their emotional attachment, identification, and involvement with the organization¹⁴⁶. Individuals who possess a high level of Emotional Stability are more inclined to establish favourable exchange connections with their exchange partners, such as bosses and coworkers. Additionally, they are less prone to encountering interpersonal disputes¹⁴⁷. These favourable interpersonal ties strengthen the emotional connections to the organization that facilitates these partnerships. In addition, those who possess a high level of Emotional Stability are

more prone to receiving superior performance evaluation scores, greater incentives, and acquiring social support from others.

According to social exchange principles, employees respond to this assistance by developing a stronger sense of identification with and commitment to the organization. Individuals with a high level of Emotional Stability possess the capacity to effectively control their emotions in different social situations. Consequently, individuals are less inclined to perceive the organization in a pessimistic and skeptical manner, resulting in a reduced likelihood of responding negatively to organizational actions, even if they appear unjust¹⁴⁸.

Consequently, individuals are more inclined to form and sustain a favourable emotional bond with the organization. Consequently, we anticipate that the qualities that promote organizational alignment, specifically those linked to a strong sense of emotional stability, aid individuals in cultivating and sustaining adaptive capacity. Individuals with low Emotional Stability, often known as high in Neuroticism, have a tendency to prioritize avoiding loss rather than seeking gain.

According to regulatory focus theory, individuals with low Emotional Stability are more focused on preventing negative outcomes rather than pursuing positive outcomes. As a result, they are more likely to pay attention to the potential losses of leaving an organization rather than the potential benefits of joining a new organization¹⁴⁹. This inclination aligns with the inherent characteristics of continuous commitment, which are defined by the feelings of being compelled and the desire to avoid negative consequences that come with quitting one's current employment¹⁵⁰.

In addition, individuals with low Emotional Stability have reduced confidence in evaluating their job objectives and advancement, as well as in selecting suitable career choices. Individuals who are emotionally unstable are less likely to have the necessary drive and self-assurance to quit an organization¹⁵¹. Consequently, individuals in this situation may have limited choices for their career pathways, overestimate the expenses related to leaving their current workplace, and underestimate the advantages of joining a new business. These elements can potentially result in increased levels of cognitive control for persons who have lower levels of emotional Stability.

More so, neuroticism is an illustration of negative affectivity, a psychological condition characterized by irritability, anger, dissatisfaction, and a tendency to complain. It arises from feelings of depression, sadness, or anger. Neurotic individuals exhibit symptoms of depression and are inclined to impulsive behavior. An individual's level of neuroticism is seen in their inclination to become excessively irritated and easily provoked¹⁵². Typically, their psychological conditions are unpredictable, and their behaviors are unwise. Individuals that exhibit neurotic tendencies, as defined by and cited by scholars, have a tendency to perceive ordinary events as threatening and perceive minor grievances as overwhelmingly distressing¹⁵³.

Consequently, they are more susceptible to psychological stress. An individual exhibiting a heightened degree of neuroticism is susceptible to experiencing depression, anxiety, and irritability. They have a tendency to experience emotional outbursts. In other words, individuals with low neuroticism exhibit emotional stability and are less influenced by external circumstances¹⁵⁴. Librarians low in neuroticism tend to be emotionally stable, calm, and resilient. They are less likely to be overwhelmed by stress or setbacks and can

maintain composure in challenging situations. This trait is beneficial for librarians who deal with demanding patrons, tight deadlines, or unexpected issues in the library environment. Conversely, librarians high in neuroticism may be prone to anxiety, mood swings, or excessive worry about their performance or library-related issues. This could lead to decreased productivity, interpersonal conflicts, or difficulty coping with the demands of the job.

From the foregoing, it can be inferred that no personality is totally bad or totally good. It depends on the person and his or her ability to tilt towards operational, occupation and professional demands of librarianship. Looking at a broader theory of personality traits, which is widely believed to be a further break down of the five-factor theory is the 16 Personality Factor (16PF). It is a widely researched normal personality inventory which are Reasoning, Dominance, Emotionally Stable, Liveliness, Social Boldness, Self-reliance, Vigilance, Privatness, Warmth, Tension Free, Rule-Consciousness, Perfectionism, Sensitiveness, Abstractedness, Apprehensive and Openness to Change¹⁵⁵.

2.2 Theoretical Framework

For this study, the researcher makes use of Randal and Cote's Mode of Organizational Commitment, Big five factor personality theory and social exchange theory.

2.2.1 Randal and Cote's Model of Organizational Commitment

Randal and Cote's Model of Organizational Commitment is a theoretical framework that seeks to explain the multifaceted nature of organizational commitment by identifying distinct dimensions and underlying mechanisms. Developed by researchers Michael L. Randal and Joseph A. Cote, the model expands upon traditional conceptualizations of

organizational commitment by proposing three interrelated dimensions: affective, continuance, and normative commitment¹⁵¹. These dimensions represent different psychological attachments individuals may have toward their organizations, each influenced by unique antecedents and outcomes.

Affective commitment reflects an individual's emotional attachment and identification with the organization. It encompasses feelings of loyalty, pride, and belongingness toward the organization. Employees with high affective commitment genuinely care about the organization's goals and values, and they are motivated to contribute to its success. Affective commitment is influenced by factors such as supportive leadership, organizational culture, job satisfaction, and perceived organizational support. Employees with high affective commitment are more likely to demonstrate discretionary effort, engagement, and organizational citizenship behaviors¹⁵².

Continuance commitment refers to an individual's perceived costs associated with leaving the organization. Unlike affective commitment, which is driven by emotional attachment, continuance commitment is based on pragmatic considerations such as financial investments, job alternatives, and tenure. Employees with high continuance commitment may remain with the organization due to perceived barriers to exit, even if they do not feel a strong emotional bond. Continuance commitment is influenced by factors such as job security, economic conditions, and employment opportunities in the external labor market.

Normative commitment is rooted in a sense of obligation or moral duty to remain with the organization. It reflects individuals' beliefs about the ethical or social responsibilities associated with their employment relationship. Employees with high normative

commitment feel a sense of loyalty and indebtedness toward the organization, often due to perceived investments made by the organization or reciprocal obligations. Normative commitment is influenced by factors such as organizational justice, perceived social norms, and ethical leadership. Employees with high normative commitment are motivated to maintain their employment out of a sense of duty or moral obligation, even if they experience dissatisfaction or alternative opportunities¹⁵⁶.

Randal and Cote's Model acknowledges the dynamic interplay between the three dimensions of organizational commitment and their respective antecedents and outcomes. For example, affective commitment may serve as a mediator between supportive leadership and employee engagement, while continuance commitment may moderate the relationship between job alternatives and turnover intentions. Moreover, the model recognizes that individuals may experience varying levels of each commitment dimension, leading to different patterns of attitudes and behaviors within the organization.

The model provides valuable insights for organizations seeking to enhance employee commitment and retention. By understanding the distinct dimensions of organizational commitment and their underlying determinants, organizations can tailor their strategies for leadership development, organizational culture, and employee engagement to foster a more committed workforce. For example, efforts to enhance affective commitment may focus on building a positive work environment, promoting employee recognition, and fostering a sense of belongingness, while initiatives to address continuance commitment may involve offering competitive compensation, career development opportunities, and work-life balance programs.

Additionally, by recognizing the role of normative commitment in shaping employees' moral and ethical obligations, organizations can emphasize values-based leadership, corporate social responsibility, and ethical decision-making to reinforce employees' sense of organizational commitment and citizenship¹⁵⁷. Overall, Randal and Cote's Model offers a comprehensive framework for understanding and managing organizational commitment, thereby contributing to the development of effective human resource management practices and organizational effectiveness.

Situating the study to librarianship, affective commitment could manifest as a strong sense of loyalty, identification with the library's mission and values, and a genuine passion for serving patrons and promoting information access and literacy. Librarians who feel a deep emotional connection to their organization are more likely to demonstrate proactive behaviors, such as going above and beyond their job duties to support the library's goals and objectives.

In the case of librarians, factors such as job security, salary, benefits, and vested interest in pension or retirement plans may influence their continuance commitment. Additionally, considerations such as the availability of alternative employment opportunities in the field of librarianship or related fields may affect their perceived costs of leaving the organization. Librarians may develop normative commitment based on factors such as professional ethics, loyalty to colleagues and patrons, and a desire to fulfil their obligations to the community served by the library. Normative commitment may also stem from a sense of reciprocity, where librarians feel indebted to the organization for the opportunities for professional growth, support, and recognition it has provided.



Fig. 2.1. Randal and Cote's Model of Organizational Commitment.

2.2.2 The Social Exchange Theory (SET)

The Social Exchange Theory (SET) traces its roots to early sociological thought and has evolved over time. It emerged as a formal theory in the mid-20th century, primarily through the work of social psychologists such as George Homans and Peter Blau. Homans, in his seminal work "Social Behavior: Its Elementary Forms," published in

1961, laid the foundation for SET by proposing that individuals engage in social behaviors based on the principle of maximizing rewards and minimizing costs. He argued that individuals make rational calculations about the potential outcomes of their actions in social situations, seeking to maximize rewards (positive outcomes) and minimize costs (negative outcomes)¹⁵⁸. Peter Blau expanded on Homans' ideas and introduced them to the field of sociology in his book "Exchange and Power in Social Life," published in 1964¹⁵⁹.

Blau emphasized the importance of social exchange in shaping social structures and relationships, highlighting that interactions between individuals are based on mutual exchange of resources, such as love, status, information, and material goods.

Social Exchange Theory elucidates the four primary components that contribute to the social behavior of humans. Initially, the framework establishes reinforcement mechanisms, such as prizes and resources of exchange, that serve as the foundation for individuals' motivation to participate in social contact¹⁶⁰. A reward is a pleasant consequence resulting from relationships, whereas a resource is a characteristic that gives a person the potential to obtain the reward, motivating individuals to engage in reciprocal relationships. Resources encompass various forms of value, including affection, social standing, wealth, knowledge, assistance, and tangible products. The benefits linked to exchanged resources can be distributed throughout a two-dimensional matrix.

The first dimension is particularism, which signifies that the value of exchanged resources is contingent upon their origin. For example, a monetary resource is considered to have a low evaluation on the particularism scale because the worth of the money remains the same regardless of its source¹⁶¹. On the other hand, love exhibits a significant

degree of particularism, as its worth is closely linked to the individual who provides it. The second component of resources pertains to concreteness, which denotes the extent to which a resource is tangible. Resources with limited tangible worth can be considered symbolic and hold greater significance for the recipients. In general, resources provide two sorts of rewards: socioemotional and economic advantages. The socioemotional benefits arise from instances where obtained resources enhance self-esteem and fulfill social demands, whereas the economic benefits pertain to addressing cash needs. Nevertheless, previous research has not shown a consistent pattern regarding the relative importance of both sorts of advantages for the parties involved in relationships¹⁶².

The second component of social exchange pertains to the methods of exchange. The idea posits that resources are exchanged according to a subjective evaluation of the costs and rewards involved. This research relies on two primary variables that determine an individual's decision to engage in exchange relationships. The conditions include: (a) the extent to which a person or others have been previously rewarded for a similar accomplishment, and (b) the extent to which the outcome of the trade is useful to a person. This phenomenon is commonly ascribed to an individual's belief that the frequency of receiving a reward for an action directly influences the likelihood of individuals engaging in similar acts in the future.

The cost and benefit aspects in social exchange differ from those in economic exchange due to the lack of clearly established criteria and obligations. Thus, the assessment of the equity of the expenditures made in relationships and the benefits derived from them is a matter of personal judgment. The perception is contingent upon individual standards of equity and hence should be understood from the user's point of view¹⁶³. In order to

comprehend a user's perspective, it is crucial to grasp the variations across individuals in terms of their exchange orientation, the disparities in the assessment of costs and rewards over time, and the distinctions in contextual factors.

Furthermore, social interaction, social structures and social capital aspects encourage relationships. The reliance on social structures demonstrates how the result of interactions is influenced by the original connection between the individuals involved. Social capital encompasses several social elements such as conventions, regulations, information routes, expectations, and obligations. These entities are integrated within the frameworks of social institutions. Social capital has the ability to both enable and limit the growth of social connections and their results. The results may encompass the allocation of power and equity within social networks. Therefore, the structural relationship among the participants of the sharing economy platform is determined by the quantity of valuable resources that each participant possesses and the distribution of resources in comparison to other participants. For instance, a study conducted, it was discovered that organizational social capital, which represents the combined dedication and selflessness of the leadership, enhances cooperative conduct and weakens opportunistic behaviors. Social capital was analyzed as both a facilitator of collaboration among individuals and a consequence of interpersonal relationships¹⁶⁴.

Research has revealed that interpersonal interactions are motivated by the desire to maximize social benefits, such as strengthening social connections and networks. Reciprocity, the fourth mechanism of social exchange, establishes duties between the people involved. The function of reciprocity in social exchange and interdependence between social actors is derived from studies in experimental economics and evolutionary

psychology. This study suggests that humans have an inherent tendency to behave in a manner that guarantees reciprocation¹⁶⁵.

Individuals have formed cognitive frameworks regarding the equilibrium between benefits and drawbacks in relationships, which serve as the foundation for decision-making. Reciprocity is a norm that defines assumptions about the result of an exchange and motivates behavior. Individuals enter into relationships with the anticipation that the favor (i.e. acts of kindness or support in the relationship) will be reciprocated, although there is no immediate obligation to do so. The absence of a defined timeframe for reciprocation results in a long-term focus on social exchange. This expectation may stem from cultural standards or an individual's moral compass, based on the notion that parties involved would come to a just arrangement, where any unfair behavior by one party will be penalized, while good treatment will be rewarded.

Conversely, the principle of reciprocity serves as a governing mechanism, guaranteeing mutually beneficial connections that rely on the interdependence of individuals. Interdependence is demonstrated by reciprocal and harmonious agreements, which incentivize the other party to reciprocate for the resources that have been granted¹⁶⁶. While exchange that follows agreed rules, such as in economic transactions, may be more direct, social exchange that operates on the principle of reciprocity leads to the establishment of enduring and dependable relationships by fostering trust, loyalty, and mutual commitment.

The Social Exchange Theory, when applied to the organizational commitment of librarians, suggests that their commitment to their organization is influenced by a balance of perceived benefits and costs in their professional relationships. Librarians may feel

committed to their organization when they perceive positive exchanges such as supportive colleagues, opportunities for professional development, and recognition for their contributions. Conversely, if they perceive more negative exchanges like lack of resources, limited autonomy, or strained relationships, their commitment may diminish. Therefore, fostering a positive work environment and ensuring fair exchanges can enhance librarians' commitment to their organization.

2.2.3 Big Five Factor Personality Theory

The Big Five personality theory was initially developed by Ernest Tupes and Raymond Christal in 1961. The term "Big Five" was later popularized by Lewis Goldberg in 1981¹⁶⁷. The Big five personality theory holds that human personal traits can be categorised into; openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism. The traits are generally abbreviated as OCEAN or CANOE ¹⁶⁸. These five traits are part of the Big Five personality traits model, which is a widely accepted framework for understanding human personality.

Neuroticism refers to the tendency to experience negative emotions such as anxiety, anger, and depression. Individuals high in neuroticism are more likely to experience mood swings, irritability, and feelings of sadness. They may perceive situations as more stressful and challenging than those lower in this trait. High neuroticism can impact mental health and overall well-being, making emotional stability and stress management important areas of focus for these individuals.

Extraversion describes the extent to which individuals are outgoing, sociable, and energetic. Extraverts tend to enjoy being around people, participating in social gatherings,

and engaging in activities that involve interaction and excitement. They often have a positive outlook on life and are generally more assertive and talkative. Extraversion is associated with a higher degree of happiness and life satisfaction due to the social connections and active lifestyle it encourages¹⁶⁴.

Openness to experience reflects a person's willingness to engage with new ideas, experiences, and creative endeavors. Individuals high in openness are often imaginative, curious, and open-minded. They are more likely to seek out novel experiences, enjoy exploring different cultures and perspectives, and exhibit a strong appreciation for art and beauty. This trait is linked to creativity and a willingness to challenge the status quo, fostering innovation and intellectual growth.

Agreeableness measures the extent to which individuals are cooperative, compassionate, and caring towards others. Highly agreeable individuals tend to be trusting, kind, and empathetic. They are often seen as good team players and are skilled at maintaining positive relationships. Agreeableness is associated with altruistic behavior and a greater tendency to put others' needs ahead of their own, which can contribute to harmonious social interactions and a supportive community environment.

Conscientiousness indicates how organized, dependable, and disciplined a person is. Those high in conscientiousness are often meticulous, goal-oriented, and reliable. They exhibit a strong sense of duty and are likely to be diligent in their work and personal life. Conscientious individuals are good at managing their time, adhering to schedules, and persevering in the face of challenges. This trait is strongly linked to academic and professional success, as well as overall life satisfaction due to the effective pursuit and achievement of goals¹⁶⁵.

In the context of librarians, the Big Five Factor Personality Theory can shed light on the diverse traits and characteristics that individuals bring to their roles within libraries: Librarians high in openness are likely to be enthusiastic about exploring new ideas, technologies, and methods within their profession¹⁶⁹. They may embrace innovation, enjoy learning about diverse topics, and be eager to adapt to changing information needs and technologies in libraries. Conscientious librarians are likely to be diligent, organized, and detail-oriented in their work. They prioritize accuracy in cataloging and maintaining library collections, adhere to established procedures, and ensure that library resources are accessible and well-managed for patrons. While stereotypical perceptions may paint librarians as introverted, there is a range of personality types within the profession. Extraverted librarians may excel in customer service roles, engaging patrons in lively discussions, organizing community events, and collaborating with colleagues on projects and initiatives. Librarians high in agreeableness are likely to be empathetic, approachable, and attentive to patrons' needs¹⁷⁰. They foster a welcoming and inclusive environment in the library, strive to meet patrons' information needs with patience and understanding, and work effectively in team settings. Neuroticism or Emotional stability is beneficial for librarians, especially in managing the demands and stresses of the job. Librarians with lower neuroticism levels are better equipped to handle challenging situations, remain composed during busy periods, and maintain a positive demeanor when assisting patrons¹⁷¹.



Fig. 2.2. Big five Traits Personality Theory¹⁶⁶

2.3 Review of Empirical Studies

2.3.1 Work Environment and Organizational Commitment

The organizational commitment of an individual can be influenced by various workplace environments, which can have either positive or negative effects. According to the findings of researchers, organizational dedication has a beneficial impact on job satisfaction and job outcomes¹⁷². It was found that employee job satisfaction is negatively impacted when they perceive a lack of support from their organization. Some researchers conducted a study which revealed that organizations that promote commitment through the implementation of change-driven and quality-driven cultures, which encompass transparent communication, knowledge management, and the cultivation of cultures characterized by respect and integrity, tend to experience longer employee retention rates and exhibit higher levels of organizational commitment¹⁷³.

Furthermore, the study yielded the finding that a work environment characterized by positivity and ethical conduct significantly influences an organization's capacity to both attract and retain high-caliber personnel. The study found that a good and ethical workplace environment has a substantial influence on the cultivation of strong organizational commitment among employees. In relation to affective and normative commitment, it was found that individuals who have experienced a substantial change in their employment status, such as reduced hours, pending lay-offs, or unemployment, exhibit comparable affective and normative commitment behaviours compared to employees who have not experienced a significant change in their employment status.

It has been found that employees who undergo a shift in their job status exhibit an increase in continuation commitment behaviours. The findings of this study are in opposition to certain prior empirical investigations on organizational commitment. Nevertheless, these results offer substantiation for supplementary theories, indicating that organizational commitment is influenced by the conduct and mindset of employees, rather than being solely dependent on the organization's culture, status, and objectives. The most significant factor that positively impacted organizational commitment was the organization's capacity to offer demanding work assignments and projects, along with on-the-job assistance from senior executives¹⁷⁴.

The researchers found that organizational commitment is diminished when a company offers demanding work assignments and projects, along with other organizational practices, without receiving on-the-job support from top executives. Furthermore, the study conducted by researchers revealed that elevated levels of organizational commitment are associated with heightened engagement in organizational citizenship

behaviours, including team commitment, efficacy views, and turnover intentions¹⁷⁵. The study conducted by some researchers suggests that organizational commitment has a significant impact on various crucial outcomes of employees¹⁷⁶. The results encompass turnover intentions, job performance, morale, and the employee's perceived competence in accomplishing their job responsibilities. In their study, they identified six variables that played a significant role in determining organizational commitment.

These variables include employee motivation, positive perception of training, confidence in the possibility of promotions, self-management of job duties, support from leaders, and lower reported mental health concerns, specifically depression. Consequently, they advised organizational leaders to incorporate these variables into the development of organizational policy. Gaining a comprehensive comprehension of these characteristics can potentially aid firms in enhancing the overall level of employee commitment. In a study conducted by some researchers found that several variables have a notable impact on enhancing employees' affective commitment. These variables include training, job variety, role clarity, the opportunity to contribute to decision-making, and open communication. Additionally, it was found that these variables exerted a more significant impact on affective commitment compared to individual employee actions¹⁷⁷.

A researcher observed that some workplace attributes influence organizational commitment. Research has established that when a firm provides its employees the opportunity to participate in public service activities, such as mitigating the organization's environmental footprint. The study found that employees who benefit from this particular workplace characteristic experience enhanced positive workplace behaviours and

heightened degrees of organizational engagement, with the assistance of leadership support¹⁷⁸.

Organizational commitment was found to be influenced by workplace variables. In their study, some scholars found that factors like as advancement prospects, demanding work, person-job fit, and workload have a significant impact on employees' organizational commitment¹⁷⁹. The results of this study align with previous empirical research conducted by scholars which concluded that workplace factors have a stronger impact on organizational commitment compared to personal attributes of the individual¹⁷⁹. Another study found that the total work experiences inside an organization have a greater impact on an employee's long-term commitment to the organization than personal attributes, such as age¹⁸⁰. According to some authors, the leadership style of supervisors is a significant factor in job satisfaction and organizational commitment, alongside promotion chances, difficult work, person-job fit, and workload. Person-oriented supervisors are characterized by their ability to offer employees constructive assistance and foster positive attitudes towards their work and career trajectories.

Task-oriented leaders prioritize the completion of tasks by employees to successfully accomplish projects and attain corporate goals and objectives¹⁸¹.

The authors found that supervisors who prioritize the needs and well-being of individuals have a more significant influence on employees' job satisfaction and their level of commitment to the business, in comparison to supervisors who focus on specific tasks. The findings indicate that person-oriented leadership conduct has a greater impact on turnover intentions via influencing work satisfaction and organizational commitment

compared to task-oriented leadership behavior. Organizational commitment was the sole factor that directly influenced turnover intention.

On the other hand, the experience of job instability among employees has been found to diminish their level of organizational commitment and heighten their intents to leave their current employment¹⁸². The finding aligns with prior research on organizational commitment conducted which revealed that employees experiencing uncertainty regarding their future within their organization exhibit a decline in their overall level of organizational commitment, accompanied by an increase in their intentions to depart from the organization¹⁸³.

A favorable correlation was seen between organizational commitment and perceived organizational support. According to the findings of some other researchers, it was established that organizational commitment played a mediating role in the positive association between perceived organizational support and competence growth, while holding no significant effect on feedback-seeking behavior. In addition to the construct of organizational commitment, the study that revealed a positive correlation between employees who actively sought feedback regarding their job performance and their levels of career-oriented commitment¹⁸⁴.

It was affirmed that workplace elements such as perceived organizational support, job qualities, supervisor feedback, and the opportunity to have influence in the organization were identified as significant predictors of organizational commitment¹⁸⁵. The findings presented in this study align with the results reported by researchers, which indicated a favorable relationship between workplace attributes and employees' total organizational

commitment¹⁸⁶. Furthermore, the employee's affective organizational commitment was found to be significantly influenced by organizational and job features, also known as workplace factors¹⁸⁷. Furthermore, a study conducted found that workplace characteristics had a favorable influence on organizational commitment¹⁸⁸. A substantial relationship was found between extrinsic rewards, social rewards, and intrinsic rewards, and the affective and normative organizational commitment of employees. There was a positive correlation between employee satisfaction with extrinsic benefits, perceived organizational support, support from coworkers, job autonomy, training opportunities, and the opportunity to participate in the organizational decision-making process, and both affective and normative organizational commitment.

In addition to the aforementioned workplace features, it was observed that workplace autonomy exerted a favorable impact on organizational commitment. A study found that workplace autonomy had a significant impact on employees' level of organizational commitment¹⁸⁹. Furthermore, it has been established that workplace autonomy has both a direct and indirect correlation with organizational performance. The study also revealed a favorable correlation between an employee's job engagement and their level of organizational commitment. Job engagement enhanced employees' organizational commitment and decreased their turnover intentions¹⁹⁰.

The correlation between job engagement, organizational commitment, and turnover intentions was determined to be significantly associated with the strength of the relationship between the employee and their supervisor, or the degree of compatibility between the employee and supervisor. The correlation between meaningful work and employee job engagement, as well as total organizational commitment, is favourable. The

researchers additionally ascertained that the subsequent workplace attributes exhibited a beneficial influence on the total level of organizational commitment: workplace relationships, work quality, salary, and organizational obligation. It was found that there exists a positive relationship between employee engagement and organizational commitment¹⁹¹.

Some researchers conducted a study that confirmed the positive impact of certain workplace factors on affective organizational commitment, similar to other findings. It has been discovered that the provision of rewards, effective communication, and a wide range of training opportunities have a positive impact on the overall emotional organizational commitment¹⁹². A study conducted a study in which they found a positive correlation between older workers' affective organizational commitment and the level of organizational rewards they received. Younger employees exhibited elevated levels of affective organizational commitment when they had access to communication and training opportunities¹⁵⁴.

The presence of perceived organizational support is an additional workplace attribute that contributes to elevated levels of organizational commitment. A study established a significant association between perceived organizational support and overall affective organizational commitment¹⁹³. Furthermore, the study in which temporary associates were used as participants. The findings of the study revealed that when temporary associates perceive a high level of support from both their temporary employment agency and the organization they are working for, their affective organizational commitment to both organizations is elevated. A similar level of affective commitment to the organization was found among both full-time employees and temporary employees. It

was observed that the presence of perceived organizational support, coupled with a significant degree of attachment to a supervisor, resulted in increased levels of affective organizational engagement. In contrast, it was shown that in cases when an employee does not have a strong bond with their supervisor, there is a deficiency in perceived support from the organization, resulting in decreased levels of total affective commitment.

A study examined the relationship between job satisfaction and career commitment among librarians in federal university libraries in Nigeria. The findings revealed that job dissatisfaction among librarians can be primarily attributed to factors such as inadequate funding, lack of recognition, and unfavorable working conditions. Consequently, the study emphasized the significance of the work environment as a crucial determinant of job satisfaction¹⁹⁴. The assertion made by a researcher on the impact of job motivation, demographics, and environmental factors on the productivity of Librarians in Colleges of Education in Nigeria was supported by the findings of the study. The study provided evidence that the work environment plays a vital role in determining productivity¹⁹⁵. In their study on job happiness and organizational commitment, it was concluded that the library environment should be favourable in order to enhance job satisfaction.

In their study on librarians at private degree-awarding institutions in Lahore, revealed that the majority of respondents work in a noise-free environment and consider the size of their office to be sufficient¹⁹⁶.

A similar study was conducted to investigate the relationship between the work environment and job happiness among librarians in public universities located in the South-West region of Nigeria¹⁹⁷. The findings of their research revealed a noteworthy link between the work environment and job satisfaction among librarians. In a study

conducted on examining the impact of workstation and work posture ergonomics on job satisfaction. The study involved a sample of 500 librarians from 37 federal and state university libraries located in Southern Nigeria. The findings of the study indicated a positive correlation between ergonomics, specifically the suitability of workstation and equipment, as well as work posture designs, and job satisfaction¹⁹⁸. In a related study, it was found that there exists a favourable correlation between ergonomics, encompassing spatial comfort and environmental workplace elements, and job satisfaction.

A Nigerian study investigated the correlation between job satisfaction and organizational commitment of library personnel in public tertiary institution libraries in Ogun State. This study made use of a descriptive research design of survey type. A total enumeration sampling technique was used to select all the librarians and library officers in the libraries for the study. Data relevant for the study was collected using a questionnaire from the respondents. The findings revealed that general job satisfaction exists among the librarians in public tertiary institution libraries in Ogun State, Nigeria. The satisfaction was spurred by some organization environmental factors like relationship with co-workers, supervision, salary, and opportunities for promotion. A test of the relationship between job satisfaction and organizational commitment was positive at $P > 0.001$ significant level¹⁹⁹.

It was moreover, argued that dedication is crucial for the ongoing existence and achievement of the vision and goals of academic libraries. The study focused on investigating employee motivation and organizational commitment in academic libraries in Lagos. It was found that the academic libraries in the state experience a significant rate of employee turnover and mobility. The data reveals that the average degree of

commitment among library employees is 2.73. This commitment may be further broken down into affective commitment (mean = 2.88), normative commitment (mean = 2.82), continuity commitment (mean = 2.48), and personnel motivation (mean = 2.95). The authors determined that in order for academic libraries in tertiary institutions to successfully accomplish their objectives, they require a strong commitment from the organization. Therefore, it is necessary for library management to create and execute programmes and policies that will sustain emotional dedication while simultaneously enhancing moral and ongoing dedication²⁰⁰.

A research study examined the level of employee dedication in the Nigerian banking sector. According to the data, a significant number of respondents, especially younger employees, expressed dissatisfaction with the lack of suitable motivational incentives. Consequently, they have demonstrated a deficiency in dedication²⁰¹. A survey conducted at university libraries in the south-west region of Nigeria to investigate how leadership style, organizational fairness, and human capital development affect employee engagement. The study revealed that employee engagement in academic libraries is influenced by leadership style, organizational fairness, and human capital development. The statistical analysis showed a significant relationship between these factors ($F(3,488) = 82.89, \text{Adj } R^2 = .333$)²⁰².

Some authors examined the relationship between organizational justice and organizational commitment among librarians working at the universities in Iran's Khuzestan province²⁰³. These universities are under the jurisdiction of the Ministry of Science. A total of 133 librarians participated in the study conducted in 1993. They were surveyed using Moorman's organizational justice survey and Meyer's organizational

commitment survey. According to the study, only the average of procedural justice was lower than the average across several aspects of organizational justice. Additionally, the overall average of organizational justice was lower than the norm. Based on an analysis of emotional, normative, and continuance commitment data, the level of continuance commitment is significantly low. Conversely, the overall average of organizational commitment is above average. Organizational fairness and organizational commitment are closely interconnected, as indicated by the research findings.

A study on the impact of the work environment on the affective, normative, and long-term commitments of library staff in Nigeria's South-West area was investigated in this paper. A total of 427 people participated in the study. The findings revealed that the work environment is related to affective commitment ($R^2 = .014$; $p < .05$), normative commitment ($R^2 = .004$; $p < .05$), continuance commitment ($R^2 = .033$; $p < .05$), and the entirety of organizational commitment ($R^2 = .021$; $p < .05$) of library personnel in government-owned university libraries in Nigeria's South-West²⁰⁴. This means that the work environment is critical in ensuring and maintaining library personnel's dedication to their university libraries. It is therefore suggested that the management of the libraries work towards presenting a pleasant working environment for library employees. As a result, organizational commitment would improve a positive working environment in all aspects.

2.3.2 Personality traits and Organizational Commitment

It was found extroversion to be associated with the three types of organizational commitment. The possible reason for these associations is that people listen to their innerself while making decisions and love to do the tasks that they deem

suitable²⁰⁵. Some researchers examined the relationships between the Five-Factor Model (FFM) of personality traits and three forms of organizational commitment (affective, normative, and continuance commitment) and their variability across individualistic and collectivistic cultures. Meta-analytic results based on 55 independent samples from 50 studies (N 18,262) revealed that (a) all FFM traits had positive relationships with affective commitment; (b) all FFM traits had positive relationships with normative commitment; and (c) Emotional Stability, Extraversion, and Openness to Experience had negative relationships with continuance commitment. In particular, Agreeableness was found to be the trait most strongly related to both affective and normative commitment. The results also showed that Agreeableness had stronger relationships with affective and normative commitment in collectivistic cultures than the individualistic culture²⁰⁶.

A study on Organizational commitment: an empirical analysis of personality traits findings showed that extroversion, agreeableness, and conscientiousness are positively linked to affective commitment (AC), and neuroticism and openness has negative association with AC. Furthermore, extroversion and agreeableness were found to be negatively linked to continuance commitment. A negative link between neuroticism and continuance commitment while no relationship between conscientiousness, openness, and continuance commitment was found. This implies that. agreeableness was the strongest predictor of both AC and continuance commitment. Agreeableness may be especially relevant for predicting employee outcomes that are reliant on strong interpersonal or social exchange relationships. As such outcomes are becoming more and more critical in employee, group, and organizational effectiveness²⁰⁷.

Using a one-year longitudinal study of four components of organizational commitment (affective, normative, continuance–sacrifices, and continuance–alternatives) on a sample of employees from multiple organizations ($N = 220$), a study examined the relationships of employee Big-Five personality traits to employee commitment components, and the mediating role of positive and negative affective states. Personality was measured at Time 1 while affective states and commitment components were measured at Time 2, while controlling for Time 1 commitment. Extraversion and agreeableness were positively related to affective, normative, and continuance–sacrifices commitments via enhanced positive affect. Agreeableness was also positively linked to affective commitment and negatively associated with continuance–alternatives commitment through reduced negative affect. Finally, neuroticism was negatively linked to affective commitment, and positively related to continuance–alternatives commitment, through increased negative affect²⁰⁸.

The correlation between the Big-Five Personality Traits (Neuroticism, Agreeableness, Conscientiousness, Extraversion, and Openness) and organizational commitment was examined by researchers²⁰⁹. Using respondents of 536 executives employed in the public sector power in Tamil Nadu, the study revealed that there is a strong association between the Big-Five Personality Traits and commitment to an organization especially continuance commitment. Some authors probed the relationship between organizational commitment and the personal characteristics of South Naft Staffs. The study, which carried out a descriptive study using 103 workers, measured personal characteristics such as neuroticism, openness to experience, and commitment²¹⁰. Conclusively, the result has

shown that there is a positive effect of openness and neuroticism on organizational commitment.

Another scholar worked on the correlation between the Big-Five Personality Traits with affective commitment among the public sector employees. The study posits that one important antecedent of organizational commitment is personality traits. The initiation of a correlational and descriptive analysis using a population of 150, agreeableness, extraversion, and conscientiousness traits has been shown to have a strong connection with affective commitment. Neuroticism and openness to experience did not correlate with organizational commitment²¹¹.

Furthermore, undertaking a study among English teachers in Sri Lanka Government Schools, a researcher used a sample size of 450 to investigate the impact of the Five-Factor Model of personality traits on organizational commitment. The research used a multiple regression analysis to bring clarity to the interpretation of the research demonstrating that agreeableness, extraversion, and conscientiousness had a significant and positive effect on organizational commitment. Neuroticism and openness to experience have had an insignificant and negative impact on organizational commitment. Conscientiousness, extraversion, and agreeableness influenced the organizational commitment of English teachers²¹². Another study researched individuals' traits on the level of commitment in the banking sector of Pakistan. Analyzing the data of the study, personality traits such as extroversion, agreeableness, conscientiousness were determined to influence commitment²¹³. A study assessed the effects of the 5- factor personality model on the organizational commitment of higher education institutions in Pakistan. Using the Structural Equation Model, the findings have shown that agreeableness,

extroversion, and conscientiousness have significant influence on organizational commitment²¹⁴.

More specifically, a Ghanaian study on the influence of Personality Traits on Organizational Commitment: Evidence from GCB Bank in Ghana outcome indicated that openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism had a positive relationship and significant impact on organizational commitment. The findings have many implications for the literature on personality traits and organizational commitment. First, the research provided detailed empirical evidence explicitly about the dispositional basis of organizational commitment; the authors found that the Big Five Personality Trait as a whole is substantially related to organizational commitment. Second, the current results illustrate the role of openness, conscientiousness, extraversion, agreeableness, and neuroticism in shaping organizational commitment. The best indicator of organizational commitment was extraversion²¹⁵.

A library based study on Effects of Personality Traits on Service Provision of librarians in University Libraries in Kwara State, Nigeria found that Openness (M = 3.96) was the most influencing traits in terms of mean score when compared with other traits; extraversion (M= 3.52), neuroticism (M= 3.47), agreeableness (M = 3.52) and conscientiousness (M = 3.13). Personality traits significantly influenced information service provision (Adj R = .044, F (1, 76) = 4.518, P =.037). This means that all the personality traits positively influences information services provision among librarians, but openness has a greater influence²¹⁶.

In the case of librarians openness to acquisition of digital skills, a study results found that librarians having personality traits of extraversion and conscientiousness were more

digitally literate as compared with others. Further, the beta coefficient value of the extraversion personality trait shows a relatively high prediction level towards digital literacy skills. It was concluded that the personality traits of librarians are important factors in the provision of digital library services to users²¹⁷.

2.3.3 Work Environment, Personality Traits and Organizational Commitment

Several foregoing studies has affirmed that Work environment personality traits significantly influence organizational commitment by shaping employees' attitudes, behaviour, and interactions within the workplace. Understanding the interplay between personality traits and organizational commitment is crucial for organizations seeking to cultivate a positive work culture, enhance employee engagement, and foster long-term loyalty and retention. By recognizing the diverse strengths and characteristics of their workforce, organizations can tailor their strategies for recruitment, leadership development, and employee engagement to optimize organizational commitment and achieve sustainable success²¹³.

The workplace is a complex ecosystem where individuals with diverse personalities come together to achieve common goals. Personality traits play a crucial role in shaping how individuals perceive, interact, and contribute within the organizational context. One of the critical outcomes influenced by these traits is organizational commitment. Organizational commitment refers to an individual's psychological attachment to the organization they work for, encompassing their loyalty, identification, and emotional involvement. Understanding how work environment personality traits influence organizational commitment is essential for fostering a positive workplace culture and enhancing employee engagement and retention.

Work environment personality traits encompass a broad spectrum of characteristics that define how individuals behave, communicate, and relate to others in the workplace. Some key personality traits include, Conscientiousness. Individuals high in conscientiousness are organized, responsible, and dependable. They pay attention to detail, set high standards for themselves, and are committed to achieving their goals efficiently. In the workplace, conscientious employees are more likely to demonstrate higher levels of commitment by consistently meeting deadlines, fulfilling their responsibilities, and striving for excellence. Agreeable individuals are warm, empathetic, and cooperative. They prioritize harmony and are adept at building positive relationships with colleagues. In the workplace, agreeable employees contribute to a supportive and collaborative work environment, fostering a sense of belonging and commitment among team members.

Extraverted individuals are outgoing, sociable, and assertive. They thrive in social settings, enjoy interacting with others, and are often perceived as natural leaders. In the workplace, extraverts are likely to exhibit higher levels of organizational commitment through their engagement in team activities, networking, and willingness to take on leadership roles. Emotional stability, also known as neuroticism (in its inverse form), refers to one's ability to remain calm, resilient, and composed in challenging situations. Individuals high in emotional stability are less prone to stress, anxiety, and mood swings. In the workplace, emotionally stable employees are better equipped to navigate work-related stressors, maintain a positive attitude, and sustain their commitment to the organization²¹³.

Open individuals are curious, creative, and open-minded. They embrace new ideas, seek out novel experiences, and adapt readily to change. In the workplace, employees high in

openness are more likely to demonstrate commitment by actively participating in innovation, suggesting creative solutions, and embracing organizational change initiatives. Organizational commitment comprises three dimensions which are Affective Commitment: Affective commitment reflects an employee's emotional attachment to the organization. Employees with high affective commitment feel a strong sense of loyalty, belonging, and identification with the organization. They genuinely care about its success and are willing to exert extra effort to contribute to its goals. Continuance Commitment: Continuance commitment refers to an employee's perception of the costs associated with leaving the organization. It is based on factors such as tenure, financial investment, and alternatives available in the job market. Employees with high continuance commitment remain with the organization because they believe it would be too costly to leave, rather than out of a genuine desire to stay.

Normative commitment is rooted in a sense of obligation or moral responsibility to remain with the organization. Employees with high normative commitment stay with the organization because they feel a sense of duty or indebtedness, often due to perceived favors or investments made by the organization. Impact of Work Environment Personality Traits on Work environment personality traits exert a significant influence on organizational commitment through various means.

Employees whose personality traits align with the organization's values and culture are more likely to develop a strong affective commitment. For example, individuals high in conscientiousness may thrive in organizations that prioritize accountability and excellence, leading to a deeper sense of loyalty and attachment. Social Integration and Support: Personality traits such as agreeableness and extraversion facilitate social

integration and positive interpersonal relationships within the workplace. Employees who feel supported and valued by their colleagues are more likely to develop affective commitment towards the organization. Emotional stability plays a crucial role in determining how individuals cope with stress and adversity in the workplace²¹⁴.

Employees who exhibit higher levels of emotional stability are better equipped to overcome challenges and maintain their commitment to the organization, even during turbulent times. Openness to experience fosters adaptability and a willingness to embrace change and innovation. Employees who are open to new ideas and approaches are more likely to engage actively in organizational initiatives, leading to higher levels of affective commitment. Employees with prominent personality traits, such as extraversion and conscientiousness, often assume leadership roles or serve as positive role models within the organization. Their commitment and dedication influence their colleagues' perceptions and behaviors, contributing to the overall organizational commitment culture²¹⁵.

2.4 Conceptual Model

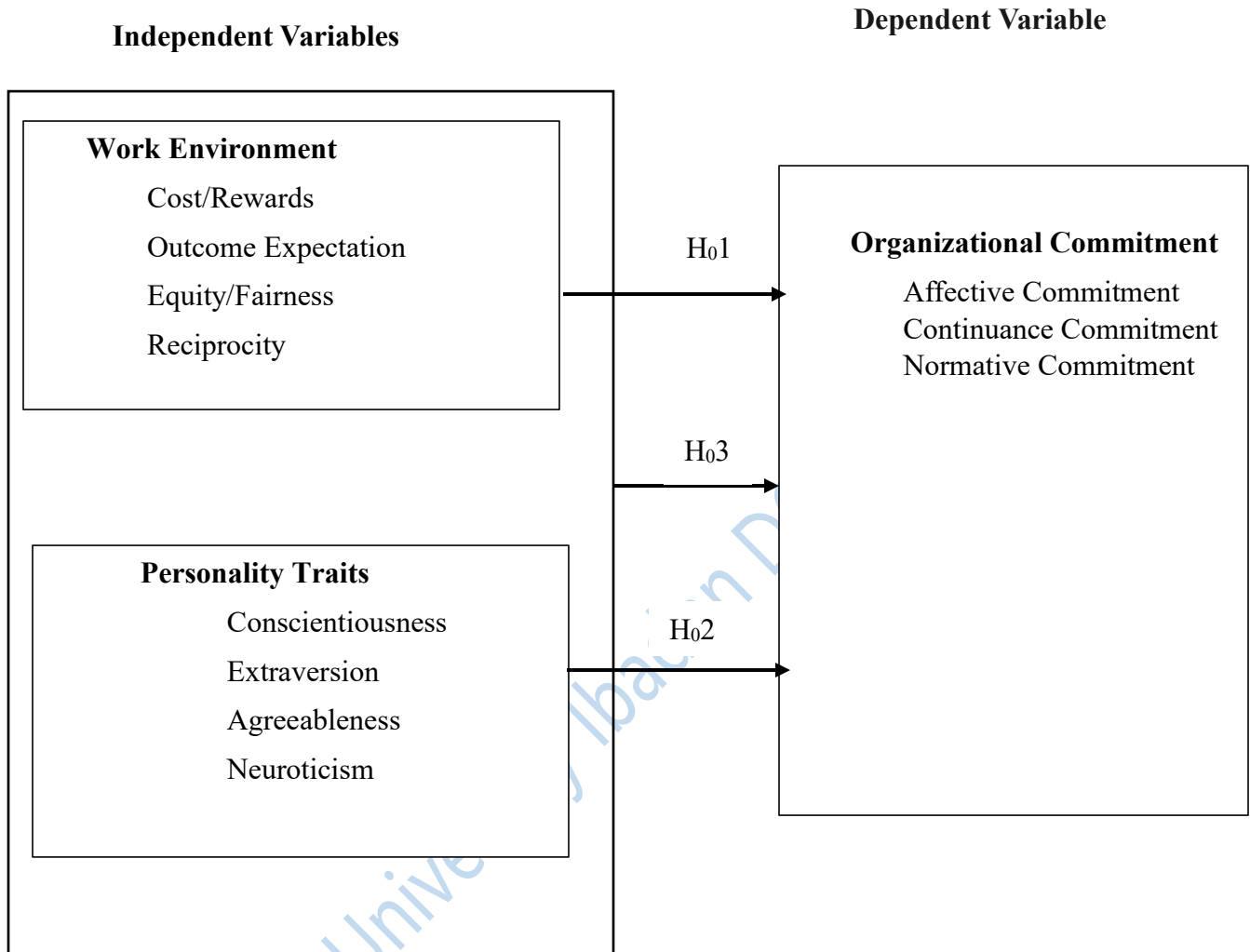


Fig. 2.3. Conceptual Model

The conceptual framework graphically depicts the variables in the study and how they are expected to affect each other. Organizational Commitment is the dependent variable. It is measured by metrics from the Randal and Cote's Model of Organizational Commitment such as; Affective commitment, continuance commitment and normative commitment¹⁵¹.

Affective commitment refers to an emotional attachment to the organization. It can be

influenced by the work environment, where positive relationships, recognition, and a supportive culture foster stronger emotional ties. Continuance commitment reflects an awareness of the costs associated with leaving the organization. The work environment influences employees' perceptions of these costs, such as the availability of alternative employment opportunities or the investment in pension plans. Normative commitment arises from a sense of obligation or duty to remain with the organization. The work environment, particularly the organizational culture and values, can shape employees' sense of duty and commitment to uphold those values.

The first of the independent variables is work environment which is measured by metrics from the social exchange theory namely; Cost/Rewards, Outcome Expectation, Equity/Fairness, and Reciprocity¹⁵⁵. The study assumes that work environment is the perception of costs and rewards associated with the job. A positive work environment with adequate rewards (financial, recognition, opportunities for advancement) can lead to higher job satisfaction and motivation. Employees' expectations about the outcomes of their efforts are influenced by the work environment. If the work environment fosters a culture of support, competence, and fairness, employees are more likely to expect positive outcomes from their work.

The work environment plays a crucial role in promoting equity and fairness. Employees evaluate fairness based on how resources, rewards, and opportunities are distributed within the organization. A fair work environment fosters trust and commitment among employees. A positive work environment encourages reciprocity among employees and between employees and the organization. When employees feel valued and supported,

they are more likely to reciprocate by investing their time and effort into their work and supporting organizational goals.

Personality Traits as the second independent variable is measured by constructs of the five factor traits theory which are openness, conscientiousness, extraversion, agreeableness and Neuroticism¹⁶⁶. Openness to experience can influence how individuals perceive and adapt to different work environments. Those high in openness may seek out new challenges and opportunities for growth.

Conscientious individuals are typically reliable, organized, and diligent in their work. Their personality trait can contribute to their commitment to the organization and their willingness to invest effort. Individuals thrive in social environments and may seek out roles that involve interaction with others. The work environment can affect how extraverts engage with their colleagues and tasks. Agreeable individuals are cooperative, empathetic, and supportive. A positive work environment that values collaboration and teamwork can align well with their personality trait. Neuroticism relates to emotional stability. Individuals, in this case librarians high in neuroticism may be more sensitive to the work environment, particularly stressors. A supportive work environment can mitigate the negative impact of neuroticism on job satisfaction and commitment.

The work environment, personality traits, and organizational commitment are intertwined through various mechanisms, including the perception of costs and rewards, expectations, fairness, reciprocity, and emotional attachment. A positive work environment that aligns with employees' personality traits can foster stronger organizational commitment, which in turn contributes to employee engagement, retention, and performance.

2.5 Summary of Gaps in Literature Reviewed

While much of the research on organizational commitment focuses on individual-level predictors and outcomes, there is a gap in understanding the multilevel nature of commitment within organizations. Secondly it was found from literatures that the concept of organizational commitment is often treated as a static construct, overlooking its dynamic nature and fluctuations over time. Longitudinal studies are needed to capture how commitment evolves in response to organizational changes, life events, and career transitions. Existing research has identified various antecedents and consequences of organizational commitment, but there is limited understanding of the boundary conditions that moderate these relationships. More so, organizational commitment may be influenced by cultural factors such as collectivism, power distance, and uncertainty avoidance. However, much of the research has been conducted in Western contexts, limiting generalizability to other cultural settings. Comparative cross-cultural studies are needed to examine how cultural values shape the meaning and expression of organizational commitment across different cultural contexts.

In the case of work environment, while many studies have explored the impact of the work environment on various outcomes such as job satisfaction and organizational commitment, there is a gap in understanding the role of specific contextual factors within the work environment. For example, more research is needed to examine how factors like leadership style, organizational culture, and physical workspace design influence employee perceptions and behaviors. Secondly, Existing research often provides snapshots of the work environment at a single point in time, neglecting the temporal dynamics and changes that occur over time. Thirdly, with the rise of remote work, gig

economy platforms, and flexible work arrangements, there is a need to examine how these emerging work arrangements impact the work environment and its effects on employee well-being, engagement, and commitment. Reviewed literature did not adequately capture the unique challenges and opportunities presented by these new modes of work.

For personality traits, literature reviewed revealed that while many studies have examined the main effects of personality traits on various outcomes, there is a gap in understanding the interaction effects between personality traits and contextual factors such as the work environment. Secondly, most research on personality traits assumes linear relationships with outcomes such as job satisfaction and organizational commitment. However, there is evidence to suggest that the relationship may be nonlinear, with diminishing returns or threshold effects at extreme levels of certain traits. More so, the majority of studies focus on stable personality traits and their immediate impact on work-related outcomes. However, there is limited research on how personality traits develop and change over time in response to life experiences and environmental influences. Longitudinal studies tracking trait development could provide valuable insights into the dynamic nature of personality and its implications for workplace behaviour. Finally, Personality traits are often conceptualized and measured based on Western models, which may not fully capture the diversity of personality constructs across cultures. There is a need for culturally sensitive measures of personality that account for variations in trait expression and meaning across different cultural contexts.

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Chapter Three

Methodology

The chapter will explain all aspects of the methodology such as research design, the population of the study, sample size and sampling technique, description of the research instrument, data collection procedure, and method of data analysis.

3.1 Research Design

Descriptive survey design was adopted for this study. This method is considered adequate to provide an in-depth understanding to the perceived reality of the phenomena, thereby providing a descriptive and explorative research using an inductive approach to give depth and understanding to the phenomena being studied without interfering with the variables.

3.2 Population of the Study

The population of the study consisted of one hundred and twenty five professional librarians from all Universities, Polytechnics and Colleges of Education in Lagos state (N=10). The universities, Polytechnics and Colleges of Education included in this study and population of librarians from each institution is captured in table 3.1

Table 3.1 Breakdown of Study Population

S/N	Institutions	Population
1.	University of Lagos (UNILAG), Akoka	29
2.	Lagos State University (LASU), Ojo	26
3.	Lagos State University of Science and Technology (LASUSTECH), Ikorodu, Lagos	13
4.	Lagos State University of Education (LASUED) Ijanikin, Lagos	14
5.	Augustine University, Epe, Lagos	3
6.	Caleb University, Imota, Lagos	4
7.	Pan -African University, Lagos, Lekki, Lagos	3
8.	Anchor University. Ayobo Lagos State	2
9.	Eko University of Medical and Health Science Ijanikin, lagos	4
10.	Trinity University, Yaba, Lagos	1
11	Yaba College of Technology, Yaba Lagos	11
12	Michael Otedola College of Primary Education Noforija, Epe	8
13	Federal College of Fisheries and Marine Technology	4
14	Wolex Polytechnic	3

Source: ¹

3.3 Sample Size and Sampling Techniques

In view of the number of the study population, total enumeration was adopted to select the sample, meaning that all one hundred and twenty-five (125) professional librarians employed in university, polytechnic and college of education librarian across Lagos State were included in this study.

3.4 Description of the Research Instrument

The main instrument for the study was a structured questionnaire which was adapted from existing studies. In line with the research objectives, the questionnaire was grouped into four sections (A-D). The questionnaire is titled “Questionnaire on work environment, personality traits and organizational commitment (QWEPTOC).

Section A deals with the demographic information of the respondents. It will contain items such as Age, gender, department, academic level, years of experience etc

Section B focused on the dependent variable which is organizational commitment. The scale is divided into three sections namely; affective commitment, normative commitment, and continuance commitment. The scale is adapted from a related study¹. Examples of statement in this scale include; “Things were better in the days when people stayed with one organization for most of their careers”, “I am afraid of what might happen if I quit my job without having another one lined up.” All of the statements are measured by a 4-point Likert scale such as 1-Strongly Disagree, 2- Disagree, 3-Agreee and 4- Strongly Agree

Section C focused on the work environment. It is also grouped into sections such as Cost/Rewards, Outcome Expectation, Equity/Fairness, and Reciprocity. It contains items adapted from a related study based on the Social Exchange Theory². Examples of statement in this scale include; “The library provides adequate resources for me to perform my job effectively.” “I expect to achieve my career goals through my work at the library”. All of the statements are measured by a 4-point Likert scale such as 1 Strongly Disagree: 2-Disagree, 3 Agree and 4 Strongly Agree.

Section D: this section contains the scale for measuring personality traits of the respondents. It is based on the OCEAN personality traits model³. It is divided into five sections namely; conscientiousness, extraversion, agreeableness, and neuroticism. Examples of statement in this scale include; “I see myself as someone who is a reliable worker”, “I see myself as someone who likes to reflect, plays with ideas” etc. All of the statements are measured by a 4-point Likert scale such as 1-Strongly Disagree, 2-Disagree, 3-Agree and, 4 Strongly Agree

3.5 Validity of the Research Instrument

The research instrument for this study was submitted to the supervisor for assessment of face and content validity. The questionnaire was shown to other professionals in the field. The corrections and suggestions from these experts were incorporated into the final draft of the questionnaire to ensure the validity of the instrument

3.6 Reliability of the Research Instrument

In order to ensure the reliability of the study instrument, 20 copies of the questionnaire was administered on library personnel from Federal University, Abeokuta, Ogun State

who were not part of the study. The returned questionnaire was analysed and the Cronbach alpha value measured to see if it meets the acceptable standard. The results are as follows; work environment scale 0.73; personality trait scale: 0.81; and organizational commitment scale = 0.79. In addition, the whole scale has a Cronbach alpha score of 0.79

3.7 Method of Data Collection

A letter of introduction was obtained from the Department of Information Management, Lead City University which was presented to the selected libraries. After due permissions have been obtained, the research instrument was administered physically to the respondents by the researchers with the assistance of four trained research assistants. The research assistants were trained for 4 days because as library personnel they are already familiar with the routine. The whole process of questionnaire administration lasted for two weeks.

3.8 Method of Data Analysis

The data collected in the process of this study was analysed using descriptive statistics such as simple percentages, mean, and standard deviations to analyse the research questions and demographic data. In addition, the study hypotheses were tested at a 0.05 level of significance using inferential statistics. Research hypotheses one and two were analysed using simple regression. The third hypothesis was analysed using multiple regression analysis. The IBM SPSS software (Version 24) was used to analyse the data.

Endnote

1. National University Commission, *Annual Bulletin*, NUC, 2023
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Chapter Four

Results and Discussion of Findings

This chapter presents the result of data collected in the course of the study. A structured questionnaire was used to collect quantitative data to achieve the aim of the study. In all, 125 copies of the questionnaire were administered on librarians from tertiary institutions in Lagos State (Universities, Polytechnics, and Colleges of Education). At the end of the exercise, 112 copies of the questionnaire duly filled and were returned (Table 4.1). This about 84% return rate. The researcher has set the following decision rule for the descriptive analysis: 0.0.-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high. Hypothesis will be test at 0.05 level of significance.

Table 4.1: Questionnaire Return Rate

Institutions	Frequency	Percent
University of Lagos	20	17.9
Caleb University	6	5.4
Lagos State University of Science & Technology	10	8.9
Lagos State University	19	17.0
Augustine University	3	2.7
Lagos State University of Education	17	15.2
Yaba College of Technology	14	12.5
Pan African University	3	2.7
Michael Otedola College of Primary Education	8	7.1
Federal College of Fisheries & Marine Technology	4	3.6
Eko University of Medical and Health Science Ijanikin, lagos	5	4.5
Anchor University	2	1.8
Trinity University	1	.9
Total	112	100.0

Source: Field work 2024

4.2: Demographic Analysis

Table 4.2: Demographics of the Respondents

Gender	Frequency	Percent
Female	62	55.4
Male	50	44.6
Total	112	100.0
Highest Qualification		
BLIS/BSc.	20	18.0
MLIS/MSc	57	51.4
PhD	33	29.7
Mphil	1	.9
Total	111	100.0
Age		
25-29 Years	13	11.6
30-39 Years	41	36.6
40-49 Years	46	41.1
50-59 Years	11	9.8
60 Years and above	1	.9
Total	112	100.0
Work Experience		
below 5 years	22	19.6
6-10 years	58	51.8
11-15 years	8	7.1
16-20 years	22	19.6
above 20 years	2	1.8
Total	112	100.0

Source: Fieldwork, 2024

The demographic composition of the sample respondents is presented in Table 4.2. The gender distribution of the respondents is relatively balanced, with females making up 55.4% and males accounting for 44.6%. This balance is crucial for ensuring that gender-specific insights are not overlooked, allowing for a more comprehensive understanding of the issues at hand.

In term of the highest level of education attained by the respondents, the results show that more than half of the participants (51.4%) hold a master's degree (MLIS/MSc.), and nearly 30% have obtained a PhD. The small percentage of respondents with only a bachelor's degree (18%) or other qualifications (such as the 0.9% with an MPhil) underscores the advanced academic background of the study sample. This could imply that the findings of the study will be influenced by individuals with a deep understanding of theoretical and practical aspects, making their insights particularly valuable for research or decision-making processes.

The age distribution reveals that the majority of respondents are within the 30-49 years age range, with 36.6% aged 30-39 years and 41.1% aged 40-49 years. The relatively smaller representation of younger professionals (11.6% aged 25-29 years) and older individuals (only 0.9% aged 60 years and above) may indicate fewer entry-level or senior-level employees in the field, or it might reflect broader industry trends such as the hiring practices or career progression paths typical in this sector.

Work experience is a crucial factor in understanding the practical challenges and insights that respondents can provide. Among the respondents, a substantial proportion (51.8%) have 6-10 years of experience, which suggests a workforce that is not only experienced but also likely to be engaged in more complex or responsible roles within their libraries.

The presence of nearly 20% of respondents with less than 5 years of experience and another 19.6% with 16-20 years indicates a blend of early-career professionals and seasoned experts. However, the small percentage of respondents with more than 20 years of experience (1.8%) might suggest a relatively young industry or a focus on more recent developments, possibly indicating a field undergoing rapid change or expansion.

Table 4.3: Level of Organizational Commitment Among Librarians in Tertiary Institutions in Lagos State

Affective Commitment	SA	A	D	SD	Mean
I would be very happy to spend the rest of my career with this organization.	6 (5.4%)	35 (31.3%)	69 (61.6%)	2 (1.8%)	2.40
I enjoy discussing my organization with people outside it.	8 (7.1%)	41 (36.6%)	61 (54.5%)	2 (1.8%)	2.49
I really feel as if this organization's problems are my own.	9 (8.0%)	37 (33.0%)	66 (58.9%)	--	2.49
I don't think I can become as attached to another organization as I am to this one	6 (5.4%)	38 (33.9%)	67 (59.8%)	1 (0.9%)	2.44
I feel like 'part of the family' at my organization.	9 (8.0%)	37 (33.0%)	65 (58.0%)	1 (0.9%)	2.48
I feel 'emotionally attached' to this organization.	4 (3.6%)	43 (38.4%)	64 (57.1%)	1 (0.9%)	2.45
This organization has a great deal of personal meaning for me.	6 (5.4%)	41 (36.6%)	64 (57.1%)	1 (0.9%)	2.46
I feel a strong sense of belonging to my organization.	11 (9.8%)	37 (33.0%)	63 (56.%)	3 (1.9%)	2.52
Average Mean					2.47

Continuance Commitment

I am afraid of what might happen if I quit my job without having another one lined up.	10 (8.9%)	37 (33.0%)	65 (58.0%)	--	2.51
It would be very hard for me to leave my organization right now, even if I wanted to.	7 (6.3%)	40 (35.7%)	65 (58.0%)	--	2.48
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	4 (3.6%)	42 (37.5%)	65 (58.0%)	--	2.44
It would be too costly for me to leave my organization now.	5 (4.5%)	44 (39.3%)	62 (55.4%)	1(.9%)	2.47
Right now, staying with my organization is a matter of necessity as much as desire.	8 (7.1%)	42 (37.5%)	62 (55.4%)	--	2.52
I feel that I have too few options to consider leaving this organization.	5 (4.5%)	41 (36.6%)	66 (58.9%)	--	2.46
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	5 (4.5%)	40 (35.7%)	67 (59.8%)	--	2.45
One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here.	4 (3.6%)	45 (40.2%)	62 (55.4%)	1 (0.9%)	2.46
Average Mean					2.47

Normative Commitment

I think that people these days move from company to company too often.	9 (8.0%)	65 (58.0%)	38 (33.9%)	--	2.74
I believe that a person must always be loyal to his or her organization.	12 (10.7%)	64 (57.1%)	35 (31.3%)	1 (0.9%)	2.78
Jumping from organization to organization seem unethical to me.	13 (11.6%)	57 (50.9%)	39 (34.8%)	3 (2.7%)	2.71
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	14 (12.5 %)	59 (52.7%)	39 (34.8%)	--	2.78
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	8 (7.1%)	59 (52.7%)	44 (39.3%)	1 (0.9%)	2.66
I was taught to believe in the value of remaining loyal to one's organization.	11 (9.8%)	61 (54.5%)	38 (33.9%)	2 (1.8%)	2.72
Things were better in the days when people stayed with one organization for most of their careers.	13 (11.6%)	58 (51.8%)	39 (34.8%)	2 (1.8%)	2.73
I think that wanting to be a 'company man' or 'company woman' is still sensible.	12 (10.7%)	63 (56.3%)	36 (32.1%)	1 (0.9%)	2.77
Average Mean					2.74
Aggregate Mean					2.56

Source: Fieldwork, 2024

Decision Rule: 0.0-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Table 4.3 provides a detailed examination of the organizational commitment levels among librarians in tertiary institutions in Lagos State, focusing on three key dimensions: affective commitment, continuance commitment, and normative commitment.

Affective commitment reflects the emotional attachment and sense of belonging that employees feel towards their organization. The results indicates that most respondents have a low level of affective commitment for their organizations. For example, when asked if they would be very happy to spend the rest of their career with the organization, only 5.4% strongly agreed and 31.3% agreed, while a significant 61.6% disagreed and 1.8% strongly disagreed, resulting in a mean score of 2.40. Similarly, when asked if they enjoy discussing their organization with people outside it, 7.1% strongly agreed, 36.6% agreed, but a majority of 54.5% disagreed, and 1.8% strongly disagreed, leading to a mean score of 2.49.

When considering if they feel as though their organization's problems are their own, 8.0% strongly agreed and 33.0% agreed, but a notable 58.9% disagreed, with no respondents strongly disagreeing, giving a mean of 2.49. Furthermore, when asked if they believe they cannot become as attached to another organization as they are to this one, 5.4% strongly agreed, 33.9% agreed, but again, a majority of 59.8% disagreed, and 0.9% strongly disagreed, leading to a mean score of 2.44.

Statements reflecting a deeper sense of connection, such as feeling like 'part of the family' at the organization, also showed low levels of agreement, with 8.0% strongly agreeing, 33.0% agreeing, but 58.0% disagreeing, and 0.9% strongly disagreeing, resulting in a mean of 2.48. When it comes to feeling 'emotionally attached' to the organization, only 3.6% strongly agreed, 38.4% agreed, while 57.1% disagreed, and 0.9% strongly disagreed, producing a mean score of 2.45. The statement that the organization has a great deal of personal meaning for them was met with 5.4% strongly agreeing, 36.6%

agreeing, but a majority of 57.1% disagreed, and 0.9% strongly disagreed, leading to a mean score of 2.46.

Finally, the sense of belonging was also weak, with 9.8% strongly agreeing, 33.0% agreeing, while 56.3% disagreed, and 1.9% strongly disagreed, resulting in a mean score of 2.52. The overall average mean score for affective commitment is 2.47, highlighting a general lack of strong emotional attachment among the librarians.

Continuance commitment pertains to the perceived costs associated with leaving the organization. The responses here suggest that librarians are somewhat ambivalent about the necessity of staying in their current positions. For instance, when asked if they are afraid of what might happen if they quit without having another job lined up, 8.9% strongly agreed, 33.0% agreed, but a majority of 58.0% disagreed, yielding a mean score of 2.51. Similarly, the statement that it would be hard to leave the organization right now saw 6.3% strongly agreeing, 35.7% agreeing, but 58.0% disagreed, leading to a mean score of 2.48.

Regarding the disruption leaving the organization might cause, 3.6% strongly agreed, 37.5% agreed, but again, a majority of 58.0% disagreed, resulting in a mean score of 2.44. When asked if it would be too costly to leave, 4.5% strongly agreed, 39.3% agreed, but 55.4% disagreed, and 0.9% strongly disagreed, resulting in a mean score of 2.47.

Other indicators of continuance commitment, such as staying out of necessity rather than desire, saw 7.1% strongly agreeing, 37.5% agreeing, while 55.4% disagreed, yielding a mean score of 2.52. The perception of having too few options to consider leaving was supported by 4.5% strongly agreeing, 36.6% agreeing, but 58.9% disagreed, leading to a

mean score of 2.46. Additionally, the idea that the scarcity of available alternatives is a serious consequence of leaving saw 4.5% strongly agreeing, 35.7% agreeing, while 59.8% disagreed, resulting in a mean of 2.45.

Finally, the belief that other organizations may not match the overall benefits received at the current organization was endorsed by 3.6% strongly agreeing, 40.2% agreeing, while 55.4% disagreed, and 0.9% strongly disagreed, leading to a mean score of 2.46. The average mean score for continuance commitment is 2.47, suggesting that while there is some concern about the costs of leaving, it is not a predominant factor keeping the librarians at their current jobs.

Normative commitment involves a sense of obligation to remain with the organization. The responses in this category indicate a relatively stronger sense of duty among the librarians. For example, the belief that people move from company to company too often was supported by 8.0% strongly agreeing, 58.0% agreeing, while 33.9% disagreed, yielding a mean score of 2.74. The belief that one must always be loyal to their organization saw 10.7% strongly agreeing, 57.1% agreeing, while 31.3% disagreed, and 0.9% strongly disagreed, leading to a mean score of 2.78.

The perception that jumping from organization to organization is unethical was supported by 11.6% strongly agreeing, 50.9% agreeing, 34.8% disagreeing, and 2.7% strongly disagreeing, resulting in a mean score of 2.71. The sense of moral obligation to remain with the organization, driven by loyalty, was endorsed by 12.5% strongly agreeing, 52.7% agreeing, while 34.8% disagreed, yielding a mean score of 2.78.

When asked if it would not be right to leave if offered a better job elsewhere, 7.1% strongly agreed, 52.7% agreed, 39.3% disagreed, and 0.9% strongly disagreed, leading to a mean score of 2.66. The belief in the value of loyalty, as taught in earlier life, was supported by 9.8% strongly agreeing, 54.5% agreeing, 33.9% disagreeing, and 1.8% strongly disagreeing, resulting in a mean score of 2.72. The nostalgia for the days when people stayed with one organization for most of their careers was shared by 11.6% strongly agreeing, 51.8% agreeing, 34.8% disagreeing, and 1.8% strongly disagreeing, leading to a mean score of 2.73.

Finally, the idea that being a 'company man' or 'company woman' is still sensible was supported by 10.7% strongly agreeing, 56.3% agreeing, 32.1% disagreeing, and 0.9% strongly disagreeing, resulting in a mean score of 2.77. The average mean score for normative commitment is 2.74, the highest among the three dimensions, indicating that while emotional and continuance commitments are relatively low, a stronger sense of ethical obligation or loyalty is present among the librarians.

The aggregate mean score across all three dimensions is 2.56, indicating a moderate level of overall organizational commitment among librarians in tertiary institutions in Lagos State. The relatively higher normative commitment suggests that while librarians may not feel strongly attached emotionally or feel compelled to stay due to costs, they do experience a sense of moral obligation to remain with their current employer. This implies that their commitment is more driven by ethical considerations than by emotional bonds or perceived costs, which could be a double-edged sword. On one hand, it reflects a degree of loyalty; on the other hand, it may not be enough to retain staff if more attractive opportunities arise elsewhere.

Research Question Two: What is the prevalent work environment in academic libraries in Lagos State?

Table 4.4: Prevalent Work Environment in Academic Libraries in Lagos State

Cost/Rewards	SA	A	D	SD	Mean
My workload in the library is manageable.	35 (31.3%)	71 (63.4%)	6 (5.4%)	--	3.26
The library provides adequate resources for me to perform my job effectively.	31 (27.7%)	75 (67.0%)	4 (3.6%)	2 (1.8%)	3.21
I feel that the benefits I receive (e.g., salary, health benefits) are fair for the work I do.	23 (20.5%)	78 (69.6%)	9 (8.0%)	2 (1.8%)	3.09
The recognition I get for my work is sufficient.	28 (25.0%)	73 (65.2%)	9 (8.0%)	2 (1.8%)	3.13
I feel that my efforts are adequately rewarded by the library.	30 (26.8%)	71 (63.4%)	10 (8.9%)	1 (0.9%)	3.16
Average Mean					3.17
Outcome Expectation					
I believe my work in the library contributes to the overall success of the organization.	45 (40.2%)	64 (57.1%)	2 (1.8%)	1 (0.9%)	3.37
The tasks I perform are meaningful and valuable to the library's mission.	48 (42.9 %)	62 (55.4%)	2 (1.8%)	--	3.41
I expect to achieve my career goals through my work at the library.	46 (41.1%)	64 (57.1%)	1 (0.9%)	1 (0.9%)	3.38
My work here will positively impact	45	65	2 (1.8%)		3.38

my future career prospects.	(40.2%)	(58.0%)			
The training and development opportunities in the library will help me grow professionally.	45 (40.2%)	65 (58.0%)	2 (1.8%)		3.38
Average Mean					3.38
Equity/Fairness					
All employees in the library are treated fairly.	35 (31.3%)	74 (66.1%)	3 (2.7%)	--	3.29
Promotions and advancements in the library are based on merit.	37 (33.0%)	73 (65.2%)	2 (1.8%)	--	3.31
The library management handles conflicts impartially.	37 (33.0 %)	72 (64.3%)	1(.9%)	2 (1.8%)	3.29
The workload is distributed fairly among staff members.	36 (32.1 %)	74 (66.1 %)	2 (1.8%)		3.30
I believe that everyone in the library has equal opportunities to succeed.	41(36.6%)	70(62.5%)	1(.9%)		3.36
Average Mean					3.31
Reciprocity					
I feel valued by my colleagues for the help I provide.	41 (36.6%)	70 (62.5%)	1(.9%)	--	3.36
I am willing to go the extra mile because my coworkers do the same for me.	41 (36.6%)	69 (61.6%)	2 (1.8%)	--	3.35
When I need assistance, I can count on my colleagues to help me.	44 (39.3%)	65 (58.0 %)	3 (2.7%)	--	3.37
There is a strong sense of teamwork and collaboration in the library.	46(41.1%)	65 (58.0%)	1(.9%)	--	3.40
The support I receive from my colleagues motivates me to support them in return.	46 (41.1%)	65 (58.0%)	1(.9%)		3.40
Average Mean					3.38
Aggregate Mean					3.31

Source: Fieldwork, 2024

Decision Rule: 0.0-1.49 = very low, 1.50-2.49 = low, 2.50-3.49 = High, 3.50-4.00 = Very high.

Table 4.4 presents responses on the analysis of the work environment experienced by librarians in tertiary institutions in Lagos State, with specific focus on four dimensions: Cost/Rewards, Outcome Expectation, Equity/Fairness, and Reciprocity.

The dimension of Cost/Rewards examines the perceived manageability of workload, availability of resources, fairness of compensation, recognition, and overall reward for efforts. The data reveals that a majority of librarians find their workload manageable, with 31.3% strongly agreeing and 63.4% agreeing, resulting in a high mean score of 3.26. Adequate resources for job performance were also noted, with 27.7% strongly agreeing and 67.0% agreeing, yielding a mean of 3.21. However, perceptions of fair compensation were slightly lower, as 20.5% strongly agreed and 69.6% agreed, but 8.0% disagreed, resulting in a mean of 3.09.

Recognition for work done was considered sufficient by most respondents, with 25.0% strongly agreeing and 65.2% agreeing, while 8.0% disagreed, leading to a mean score of 3.13. Similarly, the adequacy of rewards for efforts received support, with 26.8% strongly agreeing and 63.4% agreeing, but 8.9% disagreed, and 0.9% strongly disagreed, resulting in a mean score of 3.16. The average mean score for the Cost/Rewards dimension stands at 3.17, indicating a generally positive but not overwhelming satisfaction with the rewards and costs associated with their roles.

Outcome Expectation measures how librarians perceive the significance of their work and its impact on their careers and the organization. This dimension recorded the highest

average mean score of 3.38, reflecting a strong positive sentiment. Specifically, 40.2% strongly agreed and 57.1% agreed that their work contributes to the overall success of the organization, leading to a mean score of 3.37. A slightly higher proportion, 42.9% strongly agreeing and 55.4% agreeing, believed their tasks were meaningful and valuable to the library's mission, yielding the highest individual mean score of 3.41 in this dimension.

Librarians also expressed confidence that their work would help them achieve their career goals, with 41.1% strongly agreeing and 57.1% agreeing, resulting in a mean of 3.38. Similar confidence was reflected in the belief that their work positively impacts future career prospects and that the training and development opportunities will help them grow professionally, both with a mean score of 3.38. These high scores indicate that librarians view their roles as both meaningful and beneficial for their career development.

The dimension of Equity/Fairness focuses on perceptions of fairness in treatment, promotion, conflict management, workload distribution, and opportunities for success. This dimension also garnered positive responses, with an average mean score of 3.31. Specifically, fairness in treatment of all employees was recognized by 31.3% strongly agreeing and 66.1% agreeing, yielding a mean of 3.29. Promotions and advancements based on merit were supported by 33.0% strongly agreeing and 65.2% agreeing, with a mean of 3.31.

Regarding impartial conflict management, 33.0% strongly agreed and 64.3% agreed, but 0.9% disagreed, and 1.8% strongly disagreed, leading to a mean score of 3.29. Fair distribution of workload among staff was acknowledged by 32.1% strongly agreeing and 66.1% agreeing, yielding a mean of 3.30. Lastly, equal opportunities for success were

perceived by 36.6% strongly agreeing and 62.5% agreeing, leading to the highest mean score of 3.36 in this dimension. Overall, the responses suggest a perception of fairness and equity within the library environment.

Reciprocity measures the sense of mutual support and collaboration among colleagues. This dimension also received high scores, with an average mean of 3.38, reflecting a strong sense of teamwork and mutual support. Feeling valued by colleagues was affirmed by 36.6% strongly agreeing and 62.5% agreeing, resulting in a mean score of 3.36. Similarly, the willingness to go the extra mile due to reciprocal support from coworkers was supported by 36.6% strongly agreeing and 61.6% agreeing, yielding a mean score of 3.35.

When it comes to relying on colleagues for assistance, 39.3% strongly agreed and 58.0% agreed, with a mean score of 3.37. The strong sense of teamwork and collaboration was highlighted by 41.1% strongly agreeing and 58.0% agreeing, leading to a mean of 3.40. The support received from colleagues as a motivator for reciprocal support also had a high mean score of 3.40. These scores underscore the importance of a supportive work culture in the academic libraries of Lagos State.

The aggregate mean score across all dimensions is 3.31, indicating a generally positive work environment in academic libraries in Lagos State. Librarians feel that their work is meaningful, contributes to the success of the organization, and offers good career prospects. They also perceive fairness in treatment, opportunities for advancement, and a strong sense of teamwork and collaboration. However, there is room for improvement in areas such as compensation and recognition, where the scores were slightly lower.

Research Question Three: What is the prevalent personality traits among librarians in Tertiary Institutions in Lagos State

Table 4.5: Types of Personality Traits Among Librarians in Tertiary Institutions in Lagos State

Extraversion: I see myself as someone who:	SA	A	D	SD	Mean
generates a lot of enthusiasm	66 (58.9%)	46 (41.1%)	--	--	3.59
has an assertive personality	68 (60.7%)	41 (36.6%)	3 (2.7%)	--	3.58
is reserved	46 (41.1%)	61 (54.5%)	4 (3.6%)	1 (0.9%)	3.36
is outgoing, sociable	62 (55.4%)	45 (40.2%)	4 (3.6%)	1 (0.9%)	3.50
tends to be quiet	16 (14.3%)	75 (67.0%)	21 (18.8%)	--	2.96
is sometimes shy, inhibited	9 (8.0%)	32 (28.6%)	66 (58.9%)	5 (4.5%)	2.40
Average Mean					3.23
Neuroticism: I see myself as someone who:	SA	A	D	SD	
likes to cooperate with others	60 (53.6%)	49 (43.8%)	3 (2.7%)	--	3.51
is considerable and kind to almost everyone	60 (53.6%)	52 (46.4%)	--	--	3.54
is generally trusting	53 (47.3%)	57 (50.9%)	1 (0.9%)	1 (0.9%)	3.45
has a forgiving nature	53 (47.3%)	57 (50.9%)	1 (0.9%)	1 (0.9%)	3.45
can be cold and aloof	14 (12.5%)	22 (19.6%)	67 (59.8%)	9 (8.0%)	2.37

tends to find fault with others	7 (6.3%)	9 (8.0%)	74 (66.1%)	22 (19.6%)	2.01
Average Mean					3.06

I see myself as someone who	SA	A	D	SD	
is a reliable worker	58 (51.8%)	54 (48.2%)	--	--	3.52
makes plan and follows through with them	62 (55.4%)	50 (44.6%)	--	--	3.55
can be somewhat careless	6 (5.4%)	8 (7.1%)	39 (34.8%)	59 (52.7%)	1.65
is easily distracted	2 (1.8%)	8 (7.1%)	41 (36.6%)	61 (54.5%)	1.56
tends to be disorganized	3 (2.7%)	7 (6.3%)	38 (33.9%)	64 (57.1%)	1.54
tends to be lazy	6 (5.4%)	4 (3.6%)	38 (33.9%)	64 (57.1%)	1.57
Average Mean					2.23

Conscientiousness: I see myself as someone who	SA	A	D	SD	
remains calm in tense situations	59 (52.7%)	52 (46.4%)	1 (0.9%)	--	3.52
is emotionally stable,	62 (55.4%)	50 (44.6%)	--	--	3.55
not easily upset	40 (35.7%)	64 (57.1%)	3 (2.7%)	5 (4.5%)	3.24
is relaxed, handles stress well	49 (43.8%)	60 (53.6%)	3 (2.7%)	--	3.41
can be tense	5 (4.5%)	39 (34.8%)	60 (53.6%)	8 (7.1%)	2.37
Average Mean					3.22

Openness: I see myself as someone who:					
has an active imagination	56 (50.0%)	56 (50.0%)	--	--	3.50
is curious about many different things	41 (36.6%)	69 (61.6%)	2 (1.8%)	--	3.35
is a deep thinker	40 (35.7%)	71 (63.4%)	1 (0.9%)	--	3.34
likes to reflect, plays with ideas	41	70	1	--	3.36

	(36.6%)	(62.5%)	(0.9%)		
prefers work that is routine	11	21	67	13	2.27
	(9.8 %)	(18.8%)	(59.8%)	(11.6%)	
Average Mean					3.16

Source: Fieldwork, 2024

Decision Rule: 0.0.-1.49 = very low, 1.50-2.49 = low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Table 4.5 provides the results of the responses on the personality traits among librarians in tertiary institutions in Lagos State across five dimensions: extraversion, neuroticism, conscientiousness, agreeableness, and openness.

The dimension of Extraversion evaluates traits such as enthusiasm, assertiveness, sociability, and reservedness. The data reveals a high level of extraversion among the librarians, with the highest mean score of 3.59 for "generates a lot of enthusiasm," where 58.9% of respondents strongly agreed and 41.1% agreed. Similarly, having an assertive personality" also scored highly, with 60.7% strongly agreeing and 36.6% agreeing, resulting in a mean of 3.58. Sociability is another strong trait, with 55.4% strongly agreeing and 40.2% agreeing that they are outgoing, leading to a mean score of 3.50.

However, the trait of being reserved" scored a lower mean of 3.36, with 41.1% strongly agreeing and 54.5% agreeing, suggesting a moderate level of reservedness. The traits "tends to be quiet" and "is sometimes shy, inhibited" had the lowest scores within this dimension, with mean scores of 2.96 and 2.40, respectively. These findings indicate that while many librarians display extraverted traits, a significant portion also shows tendencies toward being reserved or quiet. The average mean score for extraversion is 3.23, reflecting a balanced personality with a slight inclination toward extraversion.

Neuroticism is assessed through traits such as cooperation, kindness, trust, forgiveness, coldness, and fault-finding. The librarians exhibited high levels of positive traits

associated with low neuroticism, with "likes to cooperate with others" and "is considerate and kind to almost everyone" both receiving high mean scores of 3.51 and 3.54, respectively. Over half of the respondents (53.6%) strongly agreed with these statements.

The trait "is generally trusting" and "has a forgiving nature" also scored high with mean values of 3.45 each, showing that librarians tend to be trusting and forgiving. However, negative aspects of neuroticism, such as "can be cold and aloof" and "tends to find fault with others," scored significantly lower, with mean scores of 2.37 and 2.01, respectively. This indicates that while librarians tend to be warm, cooperative, and forgiving, there is less tendency toward being cold, aloof, or overly critical. The average mean score for Neuroticism is 3.06, indicating a generally positive emotional stability among the librarians.

Conscientiousness is a trait category that includes reliability, carefulness, organization, and laziness. Librarians scored highly on positive traits, with "is a reliable worker" and "makes plans and follows through with them" achieving mean scores of 3.52 and 3.55, respectively. This indicates a strong tendency toward reliability and careful planning, with no respondents disagreeing or strongly disagreeing with these statements.

Conversely, traits associated with lower conscientiousness, such as "can be somewhat careless," "is easily distracted," "tends to be disorganized," and "tends to be lazy," all scored low mean values ranging from 1.54 to 1.65. The highest level of disagreement was with the statement "tends to be lazy," where 57.1% strongly disagreed, reflecting a high level of conscientiousness among the librarians. The average mean score for this dimension is 2.23, indicating that librarians generally display high levels of conscientiousness and low levels of carelessness or laziness.

The emotional stability dimension measures how well individuals handle stress, remain calm, and avoid becoming tense. The librarians demonstrated a high degree of emotional stability, with statements such as "remains calm in tense situations" and "is emotionally stable" both achieving mean scores of 3.52 and 3.55, respectively. A majority of respondents strongly agreed or agreed with these traits, indicating that librarians generally maintain composure under stress.

However, the trait "can be tense" received a lower mean score of 2.37, with 53.6% disagreeing, suggesting that while most librarians handle stress well, a small portion may struggle with tension. Overall, the average mean score for emotional stability is 3.22, reflecting a generally stable and calm demeanor among the librarians.

Openness is evaluated through traits like imagination, curiosity, deep thinking, reflection, and preference for routine work. Librarians exhibited high levels of openness, with traits such as "has an active imagination," "is curious about many different things," "is a deep thinker," and "likes to reflect, plays with ideas" all receiving high mean scores ranging from 3.34 to 3.50. This indicates that librarians tend to be imaginative, curious, and reflective.

In contrast, the trait "prefers work that is routine" had a significantly lower mean score of 2.27, with 59.8% disagreeing and 11.6% strongly disagreeing, indicating a preference for more varied and intellectually stimulating work. The average mean score for Openness is 3.16, suggesting that librarians in Lagos State generally exhibit high levels of openness to new experiences and intellectual exploration.

The aggregate analysis of personality traits among librarians in tertiary institutions in Lagos State reveals that these professionals generally exhibit positive traits such as enthusiasm, conscientiousness, emotional stability, and openness.

Overall, the data suggests that librarians in tertiary institutions in Lagos State possess a balanced personality profile, characterized by high levels of enthusiasm, reliability, and emotional stability, coupled with a strong inclination toward intellectual curiosity and openness to new experiences.

4.4 Presentation of Hypotheses

4.4.1: There will be no significant influence of work environment on organizational commitment among librarians in tertiary institutions in Lagos State

Table 4.6(a-c): Influence of Work Environment on Organizational Commitment Among Librarians in Tertiary Institutions in Lagos State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.219 ^a	.048	.039	.48192

a. Predictors: (Constant), Work Environment

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.288	1	1.288	5.546	.020 ^b
	Residual	25.547	110	.232		

Total 26.835 111

a. Dependent Variable: Job Commitment

b. Predictors: (Constant), Work Environment

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.649	.389		4.241	.000
	Work Environment	.275	.117	.219	2.355	.020

a. Dependent Variable: Job Commitment

Table 4.6(a-c) presents the analysis of the influence of the work environment on organizational commitment among librarians in tertiary institutions in Lagos State. The model summary provides an overview of how well the work environment predicts organizational commitment. The correlation coefficient (R) is 0.219, indicating a weak positive relationship between the work environment and organizational commitment among librarians in tertiary institutions in Lagos State. The R Square value is 0.048, which means that only 4.8% of the variance in organizational commitment among librarians in tertiary institutions in Lagos State can be explained by the work environment. The adjusted R Square value of 0.039 is slightly lower, indicating that when adjusting for the number of predictors in the model, the work environment still accounts for approximately 3.9% of the variance in organizational commitment.

The ANOVA (Analysis of Variance) (Table 4.6b) tests the overall significance of the regression model. The F-value is 5.546, with a significance level (p-value) of 0.020. Since the p-value is less than 0.05, the regression model is statistically significant, indicating that the work environment has a meaningful impact on organizational commitment among librarians in tertiary institutions in Lagos State.

Furthermore, the coefficients table (Table 4.6c) provides further detail on the influence of the work environment on organizational commitment. The unstandardized coefficient (B) for the work environment is 0.275, with a standard error of 0.117. This coefficient indicates that for each unit increase in the quality of the work environment, organizational commitment increases by 0.275 units. The standardized coefficient (Beta) is 0.219, reinforcing the weak positive relationship between the work environment and organizational commitment. The significance level (p-value) is 0.020, which is statistically significant at the 0.05 level. This confirms that the work environment is a significant predictor of organizational commitment among librarians in tertiary institutions in Lagos State.

4.4.2: There will be no significant influence of personality traits on organizational commitment among librarians in tertiary institutions in Lagos State

Table 4.7 (a-c): Influence of Personality Traits on Organizational Commitment Among Librarians in Tertiary Institutions in Lagos State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.228 ^a	.052	.043	.48090

a. Predictors: (Constant), Personality Traits

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.396	1	1.396	6.037	.016 ^b
	Residual	25.439	110	.231		
	Total	26.835	111			

a. Dependent Variable: Job Commitment

b. Predictors: (Constant), Personality Traits

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.234	.541		2.282	.024
	Personality Traits	.447	.182	.228	2.457	.016

a. Dependent Variable: Job Commitment

Table 4.7 (a-c) shows results of the linear regression analysis on the influence of personality traits on organizational commitment among librarians in tertiary institutions in Lagos State.

The Model Summary table shows that R value of 0.228 indicates a weak to moderate positive correlation between personality traits and organizational commitment. The R Square value of 0.052 reveals that personality traits account for 5.2% of the variance in organizational commitment. This percentage suggests that while personality traits have a measurable effect on commitment levels, the majority of the variation is explained by other factors. The adjusted R Square, which corrects for the number of predictors in the model, slightly lowers the explained variance to 4.3%. This further emphasizes that

personality traits, though significant, are not the primary drivers of organizational commitment.

In the same vein, the ANOVA table shows an F-statistic of 6.037, with a p-value of 0.016. Since the p-value is below the 0.05 threshold, it indicates that the model is statistically significant. This confirms that personality traits have a significant impact on organizational commitment, though the effect size is modest. Furthermore, the unstandardized coefficient for personality traits is 0.447, meaning that for every one-unit increase in favourable personality traits, organizational commitment increases by 0.447 units. The p-value of 0.016 confirms that this relationship is statistically significant, meaning that personality traits are a meaningful predictor of commitment.

The analysis indicates that personality traits have a statistically significant, though modest, influence on organizational commitment among librarians in tertiary institutions in Lagos State. The model explains a small portion (5.2%) of the variance in commitment, suggesting that while personality traits are important, they are not the only factors influencing organizational commitment. This finding highlights the importance of considering personality in understanding and potentially enhancing organizational commitment, though additional factors should also be explored.

4.4.3: There will be no significant combined influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State

Table 4.8 (a-c): Combined Influence of Work Environment and Personality Traits on Organizational Commitment Among Librarians in Tertiary Institutions in Lagos State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.291 ^a	.085	.068	.47468

a. Predictors: (Constant), Work Environment, Personality Traits

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ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.275	2	1.138	5.049	.008 ^b
	Residual	24.560	109	.225		
	Total	26.835	111			

a. Dependent Variable: Job Commitment

b. Predictors: (Constant), Work Environment, Personality Traits

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.663	.607		1.091	.000
	Personality Traits	.382	.182	.195	2.093	.039
	Work Environment	.231	.117	.184	1.975	.051

. Dependent Variable: Job Commitment

Table 4.8 (a-c) presents the results of multiple regression analysis on the combined influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State. The Model Summary revealed that the R value is 0.291 which indicates a moderate positive relationship between the predictors (work environment and personality traits) and organizational commitment. This suggests that, combined, these factors have a noticeable but not very strong relationship with organizational commitment among librarians in tertiary institutions in Lagos State. Indeed, the R Square value of 0.085 indicates that approximately 8.5% of

the variance in organizational commitment among librarians in tertiary institutions in Lagos State is explained by the combined influence of work environment and personality traits. While this is a modest proportion, it still signifies that these factors together play a meaningful role in shaping organizational commitment. Similarly, the adjusted R Square of 0.068 adjusts for the number of predictors in the model. It slightly lowers the explained variance to 6.8%, accounting for the potential inflation that can occur when adding more predictors. This suggests that other factors not included in this model might also contribute to organizational commitment.

In addition, the ANOVA table shows an F-statistic of 5.049 with a significance level (p-value) of 0.008. Since the p-value is less than 0.05, it confirms that the model is statistically significant, meaning that work environment and personality traits together significantly predict organizational commitment.

Furthermore, the correlation table shows that the unstandardized coefficient for personality traits is 0.382, meaning that for every one-unit increase in favourable personality traits, organizational commitment increases by 0.382 units. The standardized coefficient (Beta) of 0.195 shows that personality traits have a moderate positive impact on organizational commitment. The p-value of 0.039 indicates that this relationship is statistically significant, suggesting that personality traits are a meaningful predictor of commitment.

In the same vein, the unstandardized coefficient for work environment is 0.231, indicating that for every one-unit improvement in work environment, organizational commitment increases by 0.231 units. The standardized coefficient (Beta) of 0.184 indicates that work environment also has a positive impact, though slightly less

pronounced than personality traits. The p-value of 0.051 is just above the 0.05 threshold, suggesting that the influence of work environment on organizational commitment is marginally significant.

4.5 Discussion of Findings

The first research question attempted to identify the level of organizational commitment among librarians in Lagos State. The study found a moderate level of overall organizational commitment among librarians in tertiary institutions in Lagos State. However, affective commitment was low among the respondents indicating that, while many librarians may feel the obligation to stay with their current employer, it does not necessarily mean they love the organizations. This finding is in line with previous studies on organizational commitment among academic librarians in Nigerian universities. The study found that librarians in public and private universities have Affective, Continuance and Normative commitment to their institutions.

It was also observed that public university academic librarians are highly more committed to their institutions than the private ones. The study recommended that managers of university libraries should intensify and sustain policies that will enhance the three fundamentals of commitment components, so that they can discharge better services to library users in order to enhance the efficiency of the institution and accomplish the set objectives of the university¹.

In another study that focused on South-west Nigeria, researchers also found that level of employee commitment in university libraries in South-West, Nigeria was fairly high especially in libraries where there is a good leadership in place². Furthermore, another

study that combine the whole of Southern Nigeria showed that the extent of career development was high and that out of the five constructs, training contributed highest in librarian career development while counselling offered the least contribution, although it was high. Affective commitment made the largest contribution while normative commitment offered the least contribution. Also, findings from a related study reviewed that career development significantly influenced librarians' commitment³.

The second research question explored the work environment in which librarians in Lagos state operate. The study findings indicate a generally positive work environment in academic libraries in Lagos State. Librarians feel that their work is meaningful, contributes to the success of the organization, and offers good career prospects. They also perceive fairness in treatment, opportunities for advancement, and a strong sense of teamwork and collaboration. However, there is room for improvement in areas such as compensation and recognition, where the scores were slightly lower. This finding reflects what has been reported in existing studies.

The finding that librarians in tertiary institutions in Lagos State generally perceive their work environment positively aligns with several related studies conducted in different contexts. For instance, researchers from Pakistan explored the relationship between human resource practices and organizational commitment in Pakistan. They found that a positive work environment, characterized by fairness, recognition, and opportunities for career advancement, significantly enhances organizational commitment. This finding resonates with the current study, where librarians in Lagos State perceive fairness and opportunities for advancement as key elements of their work environment⁴.

Similarly, researchers from Ghana examined the relationship between the work environment and organizational commitment in Ghana, revealing that employees who perceive their work environment as supportive and conducive are more committed to their organizations⁵. This parallels the findings in Lagos State, where librarians feel that their work is meaningful and contributes to the overall success of the organization.

Scholars studied the influence of work environment on employee performance in Kenya, particularly focusing on the importance of recognition and compensation. They found that while a positive work environment promotes employee performance and commitment, inadequate recognition and compensation can lead to dissatisfaction⁶. This is consistent with the current study's findings, which suggest that, despite the overall positive work environment, there is a need for improvements in compensation and recognition among librarians in Lagos State.

Moreover, scholars investigated the impact of organizational justice on job satisfaction and organizational commitment among librarians in Saudi Arabia. They concluded that perceptions of fairness and equitable treatment are crucial for fostering a positive work environment and enhancing organizational commitment. This is reflected in the Lagos State study, where librarians perceive fairness in treatment as a strong positive aspect of their work environment⁷. Another group of scholars, in their study on the work environment and burnout among academic staff in South Africa, emphasized the importance of teamwork and collaboration in reducing burnout and increasing organizational commitment⁸. The Lagos State study similarly highlights the presence of a strong sense of teamwork and collaboration among librarians, contributing to their positive perception of the work environment.

The third research question focused on the prevalent personality traits among librarians in tertiary institutions in Lagos State. The study finding indicates that librarians in tertiary institutions in Lagos State possess a balanced personality profile, characterized by high levels of enthusiasm, reliability, and emotional stability, coupled with a strong inclination toward intellectual curiosity and openness to new experiences. This aligns with the existing literature on the personality trait among librarians.

Scholars observed that when a librarian has more personnel with agreeable traits, it creates a group with high potential for organizational loyalty and compliance which might result in elevated levels of normative commitment. Individuals who are agreeable generally get a sense of support from the organization⁹. Furthermore, pleasant individuals may feel obligated to demonstrate devotion to the organization due to their inclination to follow the norm of reciprocity, as a result of the support they have received. Agreeableness is additionally linked to the inclination to establish harmonious relationships. When social exchange expectations are violated, social intimacy tends to decrease. Agreeable individuals, thus, may feel compelled to maintain their part in the social exchange by exhibiting negative emotions (NC)¹⁰.

Individuals exhibiting low levels of agreeableness tend to display nasty and indifferent behaviour towards others, often resorting to manipulation¹¹. Librarians high in agreeableness are friendly, compassionate, and cooperative. They genuinely care about helping patrons and creating a welcoming environment in the library. They excel in customer service roles, resolving conflicts peacefully, and working collaboratively with colleagues to achieve common goals. However, overly agreeable librarians may avoid confrontation or assertiveness, leading to difficulty in addressing conflicts or setting

boundaries. They might also be susceptible to manipulation or exploitation by patrons or colleagues who take advantage of their accommodating nature.

The test of the first hypothesis revealed that the work environment plays a role in influencing organizational commitment among librarians in tertiary institutions in Lagos State, although the strength of this influence is relatively weak. The positive relationship indicates that improvements in the work environment are likely to lead to higher levels of organizational commitment. Previous studies have found that organizational commitment was found to be influenced by workplace variables. In their study, some scholars found that factors like advancement prospects, demanding work, person-job fit, and workload have a significant impact on employees' organizational commitment¹². The results of this study align with previous empirical research conducted by scholars which concluded that workplace factors have a stronger impact on organizational commitment compared to personal attributes of the individual¹³. Another study found that the total work experiences inside an organization have a greater impact on an employee's long-term commitment to the organization than personal attributes, such as age¹⁴. According to some authors, the leadership style of supervisors is a significant factor in job satisfaction and organizational commitment, alongside promotion chances, difficult work, person-job fit, and workload. Person-oriented supervisors are characterized by their ability to offer employees constructive assistance and foster positive attitudes towards their work and career trajectories.

The test of the second hypothesis showed that personality traits have a statistically significant, though modest, influence on organizational commitment among librarians in tertiary institutions in Lagos State. On the other hand, the experience of job instability

among employees has been found to diminish their level of organizational commitment and heighten their intents to leave their current employment¹⁵. The finding aligns with prior research on organizational commitment conducted which revealed that employees experiencing uncertainty regarding their future within their organization exhibit a decline in their overall level of organizational commitment, accompanied by an increase in their intentions to depart from the organization¹⁶.

A positive correlation was recorded between organizational commitment and perceived organizational support. According to the findings of some other researchers, it was established that organizational commitment played a mediating role in the positive association between perceived organizational support and competence growth, while holding no significant effect on feedback-seeking behaviour. In addition to the construct of organizational commitment, the study that revealed a positive correlation between employees who actively sought feedback regarding their job performance and their levels of career-oriented commitment¹⁷.

It was affirmed that workplace elements such as perceived organizational support, job qualities, supervisor feedback, and the opportunity to have influence in the organization were identified as significant predictors of organizational commitment¹⁸. The findings presented in this study align with the results reported by researchers, which indicated a favourable relationship between workplace attributes and employees' total organizational commitment¹⁹. Furthermore, the employee's affective organizational commitment was found to be significantly influenced by organizational and job features, also known as workplace factors²⁰. Furthermore, a study conducted found that workplace characteristics had a favourable influence on organizational commitment²¹. A significant positive

relationship was found between extrinsic rewards, social rewards, and intrinsic rewards, and the affective and normative organizational commitment of employees. There was a positive correlation between employee satisfaction with extrinsic benefits, perceived organizational support, support from coworkers, job autonomy, training opportunities, and the opportunity to participate in the organizational decision-making process, and both affective and normative organizational commitment.

The combined analysis shows that both work environment and personality traits contribute to organizational commitment among librarians in tertiary institutions in Lagos State. Personality traits have a slightly stronger influence than the work environment, but both are important. The model is statistically significant, explaining about 8.5% of the variance in organizational commitment, indicating that while these factors are important, other variables also play a role in determining commitment levels. The results highlight the importance of considering both personal and environmental factors when looking to enhance organizational commitment within academic libraries.

Several studies have affirmed that both work environment and personality traits are among the factors that significantly influence organizational commitment. Understanding the interplay between personality traits and organizational commitment is crucial for organizations seeking to cultivate a positive work culture, enhance employee engagement, and foster long-term loyalty and retention. By recognizing the diverse strengths and characteristics of their workforce, organizations can tailor their strategies for recruitment, leadership development, and employee engagement to optimize organizational commitment and achieve sustainable success²².

The workplace is a complex ecosystem where individuals with diverse personalities come together to achieve common goals. Personality traits play a crucial role in shaping how individuals perceive, interact, and contribute within the organizational context. One of the critical outcomes influenced by these traits is organizational commitment. Organizational commitment refers to an individual's psychological attachment to the organization they work for, encompassing their loyalty, identification, and emotional involvement. Understanding how work environment personality traits influence organizational commitment is essential for fostering a positive workplace culture and enhancing employee engagement and retention.

A study on reported that extroversion, agreeableness, and conscientiousness are positively linked to affective commitment, and neuroticism and openness has negative association with affective commitment. Furthermore, extroversion and agreeableness were found to be negatively linked to continuance commitment. A negative link between neuroticism and continuance commitment while no relationship between conscientiousness, openness, and continuance commitment was found. This implies that agreeableness was the strongest predictor of both affective commitment and continuance commitment. Agreeableness may be especially relevant for predicting employee outcomes that are reliant on strong interpersonal or social exchange relationships. As such outcomes are becoming more and more critical in employee, group, and organizational effectiveness²³.

Extraverted individuals are outgoing, sociable, and assertive. They thrive in social settings, enjoy interacting with others, and are often perceived as natural leaders. In the workplace, extraverts are likely to exhibit higher levels of organizational commitment

through their engagement in team activities, networking, and willingness to take on leadership roles. Emotional stability, also known as neuroticism (in its inverse form), refers to one's ability to remain calm, resilient, and composed in challenging situations. Individuals high in emotional stability are less prone to stress, anxiety, and mood swings. In the workplace, emotionally stable employees are better equipped to navigate work-related stressors, maintain a positive attitude, and sustain their commitment to the organization²⁴.

Librarians with open minds are curious, creative, and open-minded. They embrace new ideas, seek out novel experiences, and adapt readily to change. In the workplace, employees high in openness are more likely to demonstrate commitment by actively participating in innovation, suggesting creative solutions, and embracing organizational change initiatives. Organizational commitment comprises three dimensions which are

Affective Commitment: Affective commitment reflects an employee's emotional attachment to the organization. Employees with high affective commitment feel a strong sense of loyalty, belonging, and identification with the organization. They genuinely care about its success and are willing to exert extra effort to contribute to its goals.

Continuance Commitment: Continuance commitment refers to an employee's perception of the costs associated with leaving the organization. It is based on factors such as tenure, financial investment, and alternatives available in the job market. Employees with high continuance commitment remain with the organization because they believe it would be too costly to leave, rather than out of a genuine desire to stay.

Normative commitment is rooted in a sense of obligation or moral responsibility to remain with the organization. Employees with high normative commitment stay with the

organization because they feel a sense of duty or indebtedness, often due to perceived favours or investments made by the organization. Impact of Work Environment Personality Traits on Work environment personality traits exert a significant influence on organizational commitment through various means.

The correlation between the personality traits (Neuroticism, Agreeableness, Conscientiousness, Extraversion, and Openness) and organizational commitment was also examined by researchers²⁵. The study revealed that there is a strong association between the Big-Five Personality Traits and commitment to an organization especially continuance commitment. In the same vein, scholars examined the relationship between organizational commitment and the personal characteristics of employees in an Iranian organization. The study, which carried out a descriptive study using 103 workers, measured personal characteristics such as neuroticism, openness to experience, and commitment²⁶. Conclusively, the result has shown that there is a positive effect of openness and neuroticism on organizational commitment.

These studies have shown that the workplace is a complex ecosystem where individuals with diverse personalities come together to achieve common goals. Personality traits play a crucial role in shaping how individuals perceive, interact, and contribute within the organizational context. One of the critical outcomes influenced by these traits is organizational commitment. Organizational commitment refers to an individual's psychological attachment to the organization they work for, encompassing their loyalty, identification, and emotional involvement. Understanding how work environment personality traits influence organizational commitment is essential for fostering a positive workplace culture and enhancing employee engagement and retention.

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Chapter Five

Conclusion

This chapter rounds up the thesis on the influence of work environment and personality traits on organizational commitment among librarians in tertiary institutions in Lagos State tertiary institutions. The chapter presents the summary of findings, conclusions, and recommendations. It also outlines the contributions of the present study to the existing body of knowledge while also offering suggestions on areas of further research.

5.1 Summary of Findings

The findings of this study can be summarised as follows;

The study found a moderate level of overall organizational commitment among librarians in tertiary institutions in Lagos State. However, affective commitment is low among the respondents indicating that, while many librarians may feel the obligation to state with their current employee, it does not necessarily mean they love the organizations.

The study found a generally positive work environment in academic libraries in Lagos State. Librarians feel that their work is meaningful, contributes to the success of the organization, and offers good career prospects. They also perceive fairness in treatment, opportunities for advancement, and a strong sense of teamwork and collaboration. However, there is room for improvement in areas such as compensation and recognition, where the scores were slightly lower.

The study also found that librarians in tertiary institutions in Lagos State possess a balanced personality profile, characterized by high levels of enthusiasm, reliability,

and emotional stability, coupled with a strong inclination toward intellectual curiosity and openness to new experiences.

The test of the first hypothesis revealed that the work environment plays a role in influencing organizational commitment among librarians in tertiary institutions in Lagos State, although the strength of this influence is relatively weak. The positive relationship indicates that improvements in the work environment are likely to lead to higher levels of organizational commitment. .

The test of the second hypothesis showed that personality traits have a statistically significant, though modest, influence on organizational commitment among librarians in tertiary institutions in Lagos State.

The combined analysis shows that both work environment and personality traits contribute to organizational commitment among librarians in tertiary institutions in Lagos State. Personality traits have a slightly stronger influence than the work environment, but both are important. The model is statistically significant, explaining about 8.5% of the variance in organizational commitment, indicating that while these factors are important, other variables also play a role in determining commitment levels. The results highlight the importance of considering both personal and environmental factors when looking to enhance organizational commitment within academic libraries.

5.2 Conclusion

The study reveals a moderate level of organizational commitment among librarians in tertiary institutions in Lagos State. Despite this, affective commitment appears to be low,

suggesting that while many librarians feel an obligation to remain with their current employers, this does not necessarily translate to a deep emotional attachment or enthusiasm for their organizations. The work environment in these academic libraries is generally positive, with librarians acknowledging the meaningfulness of their work, its contribution to organizational success, and the career opportunities it provides. However, there are areas needing improvement, particularly in compensation and recognition.

The personality traits of these librarians are balanced, demonstrating enthusiasm, reliability, emotional stability, intellectual curiosity, and openness to new experiences. The work environment and personality traits both play a role in influencing organizational commitment, though the effect size is modest. The combined influence of these factors explains a small but significant portion of the variance in organizational commitment, indicating that other factors, not considered in this study, also contribute to how committed librarians are to their organizations.

What is obvious from this study is that many librarians feel obligated to stay with their current employers irrespective of their personality or the work environment in which they operate. This has shown that majority of librarians can be easily enticed away from their current employers through the offer of better reward and other perks. The study has shown that the work environment, while generally positive, needs minor improvement. In addition to this, other factors may also be at play in lowering the affective commitment among librarians.

5.3 Recommendations

Based on the findings and conclusions of this study, the following recommendations are considered relevant;

- i. In view of low level of affective commitment among the respondents, libraries should implement initiatives that foster a stronger emotional connection between librarians and their organizations. This could include recognizing and rewarding loyalty and dedication, as well as creating a more engaging and supportive work culture.
- ii. While the work environment is largely perceived as positive, there is further need to address the areas where librarians feel less satisfied, such as compensation and recognition. This could lead to increased job satisfaction and, in turn, higher organizational commitment. Regular reviews of salary structures and recognition programs could be beneficial.
- iii. Libraries should continue to offer and even expand opportunities for professional growth, ensuring that librarians see a clear path for career advancement within the organization. This could include mentoring programs, workshops, and further education opportunities.
- iv. To enhance the influence of work environment on organizational commitment, maintaining and enhancing the perception of fairness in promotions, conflict resolution, and workload distribution is essential. Transparent policies and regular communication can help reinforce this perception.
- v. Based on the significant influence of personality traits on organizational commitment, libraries could consider these traits when hiring and deploying librarians to certain tasks in the library. Tailoring roles and responsibilities to align with individual strengths could improve job satisfaction and commitment.
- vi. Efforts should be made to enhance the overall work environment by promoting teamwork, collaboration, and a sense of community among staff. Regular team-

building activities and open forums for communication can help in achieving this goal.

5.4 Contribution to Knowledge

The contribution of the current study to knowledge can be explored in the context of conceptual, theoretical and empirical contributions. These contributions have expanded the frontier of knowledge and can be built on by future researchers. In term of conceptual contributions, the study has operationalised concepts such as work environment, personality traits, and organizational commitment and linked them to the field of library and information science. The definition of these terms in the context of library and information science can be adopted by future researchers in the field.

Theoretically, the study has validated three different theories namely; Randal and Cote's Mode of Organizational Commitment, Big-five factor personality theory and social exchange theory. These theories have been adapted to create a conceptual model upon which this study is based. The model developed is unique to this study and can be adopted by future researchers. Similarly, the study has made empirical contributions through the collection of primary data from a cross section of tertiary institutions in Lagos State. The data has been analysed and presented in a coherent manner which not only provide valuable insights for the present study but can also be used in another study in combination with other data.

5.5 Suggested Areas for Further Studies

In view of the limitations of the current study, Future research could explore the following areas;

- i. Impact of Personal Values and Career Aspirations on Organizational Commitment
- ii. Comparative analysis of organizational commitment among librarians in private and public universities.
- iii. Role of Job Satisfaction in Organizational Commitment

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Appendix

Questionnaire

**Department of Information Management
Faculty of Communication and Information Science
Lead City University**

Dear Respondent,

I am a postgraduate student of the above-named institution and I kindly seek your assistance in completing this questionnaire to enable me complete my study. The purpose of the questionnaire is to collect information on work environment, personality traits and organizational commitment of librarians in tertiary institutions in Lagos State. All responses will be treated with utmost confidentiality and used for educational purpose only.

Thank you for your cooperation.

Section A: Demographic Data

Instruction: In all the sections, please fill or tick (✓) as appropriate for each item.

1. Name of institution and Library:
2. Highest educational qualification: BLIS/BSc. [], MLIS/MSc [], MPhil [];
PhD [].
3. Age: 25-29 [], 30-39 [], 40-49 [], 50-59 [], 60 and above []
4. Gender: Male [], Female []
5. Year of Work experience: below 5years [], 6-10 [], 11-15 [], 16-20 [],
above 20 years []

Section B: Organizational Commitment Scale

Instruction: Tick appropriately, your level of agreement with the following statements.

Note: -SD = Strongly Disagree, D = Disagree, A = Agree and SA = Strongly Agree

S/N	Affective Commitment	SA	A	D	SD
1.	I would be very happy to spend the rest of my career with this organization.				
2.	I enjoy discussing my organization with people outside it.				
3.	I really feel as if this organization's problems are my own.				
4.	I don't think I can become as attached to another organization as I am to this one				
5.	I feel like 'part of the family' at my organization.				
6.	I feel 'emotionally attached' to this organization.				
7.	This organization has a great deal of personal meaning for me.				
8.	I feel a strong sense of belonging to my organization.				
	Continuance Commitment				
9.	I am afraid of what might happen if I quit my job without having another one lined up.				
10.	It would be very hard for me to leave my organization right now, even if I wanted to.				
11.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.				
12.	It would be too costly for me to leave my organization now.				
13.	Right now, staying with my organization is a matter of necessity as much as desire.				
14.	I feel that I have too few options to consider leaving this organization.				

15.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.				
16.	One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here.				
	Normative Commitment				
17.	I think that people these days move from company to company too often.				
18.	I believe that a person must always be loyal to his or her organization.				
19.	Jumping from organization to organization seem unethical to me.				
20.	One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.				
21.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.				
22.	I was taught to believe in the value of remaining loyal to one's organization.				
23.	Things were better in the days when people stayed with one organization for most of their careers.				
24.	I think that wanting to be a 'company man' or 'company woman' is still sensible.				

Section C: Work Environment Scale

Tick appropriately, your level of agreement with the following statements. Note: -
SD = Strongly Disagree, D = Disagree, A = Agree and SA = Strongly Agree

	Cost/Rewards	SA	A	D	SD
1.	My workload in the library is manageable.				
2.	The library provides adequate resources for me to perform my job effectively.				
3.	I feel that the benefits I receive (e.g., salary, health benefits) are fair for the work I do.				
4.	The recognition I get for my work is sufficient.				

5.	I feel that my efforts are adequately rewarded by the library.				
Outcome Expectation					
6.	I believe my work in the library contributes to the overall success of the organization.				
7.	The tasks I perform are meaningful and valuable to the library's mission.				
8.	I expect to achieve my career goals through my work at the library.				
9.	My work here will positively impact my future career prospects.				
10.	The training and development opportunities in the library will help me grow professionally.				
Equity/Fairness					
11.	All employees in the library are treated fairly.				
12.	Promotions and advancements in the library are based on merit.				
13.	The library management handles conflicts impartially.				
14.	The workload is distributed fairly among staff members.				
15.	I believe that everyone in the library has equal opportunities to succeed.				
Reciprocity					
16.	I feel valued by my colleagues for the help I provide.				
17.	I am willing to go the extra mile because my coworkers do the same for me.				
18.	When I need assistance, I can count on my colleagues to help me.				
19.	There is a strong sense of teamwork and collaboration in the library.				
20.	The support I receive from my colleagues motivates me to support them in return.				

Section C: Personality Traits

Tick appropriately, your level of agreement with statement regarding your personality traits. Note: -SD = Strongly Disagree, D = Disagree, A = Agree and SA = Strongly Agree

S/No	Extraversion: I see myself as someone who:	SA	A	D	SD
	generates a lot of enthusiasm				
	has an assertive personality				
	is reserved				
	is outgoing, sociable				
	tends to be quiet				

	is sometimes shy, inhibited				
S/No	Neuroticism: I see myself as someone who:	SA	A	D	SD
	likes to cooperate with others				
	is considerable and kind to almost everyone				
	is generally trusting				
	has a forgiving nature				
	can be cold and aloof				
	tends to find fault with others				
S/No	Agreeableness: I see myself as someone who	SA	A	D	SD
1	is a reliable worker				
4	makes plan and follows through with them				
7	can be somewhat careless				
8	is easily distracted				
9	tends to be disorganized				
10	tends to be lazy				
S/No	Conscientiousness: I see myself as someone who	SA	A	D	SD
1	remains calm in tense situations				
2	is emotionally stable,				
3	not easily upset				
4	is relaxed, handles stress well				
5	can be tense				
S/No	Openness: I see myself as someone who:	SA	A	D	SD
	has an active imagination				
	is curious about many different things				
	is a deep thinker				
	likes to reflect, plays with ideas				
	prefers work that is routine				

Bio-data

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The University Compliance Certification

This is to certify that this thesis by **Beauty Akpobme ESHAREFASA** with Matriculation Number **LCU/PG/003922** in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date