

**Job Characteristics, Institutional Support and Law Librarians' Commitment in  
Southwest, Nigeria**

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**Certification**

This is to certify that this thesis was carried out by **Joan Blessing KEHINDE – JAMES** with Matriculation Number **LCU/PG/005056**, a student in the Department of Information Management under my supervision in the Faculty of Communication and Information Sciences, 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, husband and my parents.

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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

The commitment of law librarians' is highly important because it is the difference between accurate research skills on the one hand and uncoordinated error-prone library services on the other hand. However, scholars rarely examine law librarians' commitment. This study therefore examined the influence of job characteristics and institutional support on the commitment of law librarians' in Southwest, Nigeria. Descriptive survey research design was adopted for the study. A structured questionnaire was adopted as the instrument for data collection. The study population consists of 49 law librarians' in Southwest, Nigeria. The entire population was included in the study due to the small size of the population. The quantitative data collection was analysed using both descriptive and inferential statistics. The study found a high level of law librarians' commitment (Mean = 3.01). The study also found a reasonable level of job characteristics (Mean = 3.23) among the respondents. Similarly, results indicate that a seemingly reasonable number of law librarians' get support from their institutions and organisations (Mean = 2.83). The test of hypothesis showed that both job characteristics (Adj.  $R^2 = 0.27$ ,  $p \leq 0.05$ ) and institutional support (Adj.  $R^2 = 0.41$ ,  $p \leq 0.05$ ) individually have significant influence on the commitment of the respondents. Multiple regression analysis also revealed a significant combined influence of institutional support at 52% and job characteristics at 48% on the commitment of the respondents. The study concluded that job characteristics and institutional support are essential in enhancing the commitment of law librarians' in Southwest, Nigeria. It was therefore recommended that there is a need for capacity development and reorientation for law librarians' to ensure the robust input of their skills into law library productivity.

**Keywords:** Job Characteristics, Law Library, Law Librarians', Institutional Support, Law Librarians' Commitment, Southwest, Nigeria.

**Word Count:** 277

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## List of Acronyms

AC	Affective Commitment
CC	Continuous Commitment
HMR	Hierarchical Multiple Regression
NBA	Nigerian Bar Association
NSW	New South Wales
POS	Perceived Organisational Support
PU	Panjab University
SPSS	Statistical Package for Social Sciences

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## Chapter One

### Introduction

#### 1.1 Background to the Study

Several factors, particularly those related to the workforce and law librarians themselves, reflect whether an institution is successful or not. Law Librarians as employees are widely regarded as one of the most valuable resource in achieving institutional goals because institutions cannot succeed without their efforts and commitment. Law Librarian's commitment plays a crucial role in enhancing productivity and strengthening librarian's loyalty towards organizational objectives. Therefore, effective management of this concept is vital for success within institutions and organizations in general. Law Librarian's commitment is the level of enthusiasm a law librarian has towards the tasks assigned at a workplace. It is the responsibility that a law librarians have towards the goals, mission, and vision of an organization. Law librarians who are engaged in their work and committed to their organizations give the institution where he/she works a crucial competitive advantage which will lead to high productivity.

Commitment has been identified as an important human factor that is a major determinant of job effectiveness, academic effectiveness and intrinsic motivation which helps to stimulate law librarians to perform actions for achieving the desired results<sup>1</sup>. Commitment has become increasingly topical both in the academic environment and corporate organizations which has resulted in challenges of attracting and retaining high-quality librarians, and sustaining librarian's morale, motivation and performance<sup>2</sup>. It is one of the most fundamental concepts that have been explored in relation to workforce motivation and productivity.

Lack of commitment results from psychological distress that can accrue when individuals perceive poor congruence between themselves and their work environment which can result in turnover and attrition. While the ability to attract, retain and develop competent librarians is important for all organizations, it is amplified for libraries due to their reliance on the knowledge and skills, the complexity and ambiguity of library work, the global demand for

and shortages of quality law librarians, the aging law librarians and the high costs associated with replacing competent law librarians<sup>3</sup>.

Though employees in general are the most priceless assets of an organization, law librarians are the backbone of law libraries, since they play an important role in the success of any library. Management of institutions seeking competitive advantage need to understand the organizational commitment of law librarians to their libraries and the factors associated with such commitment. Understanding the commitment of law librarians to a library is important in the context of the tendency for law librarians to have a strong orientation and commitment to the occupation or profession rather than to the organization<sup>4</sup>. Commitment to the profession has been positively associated with intrinsic motivation to engage in work, and with greater productivity. The commitment of law librarians to their workplace has, historically, had three distinguishable, yet related dimensions referred to as affective, normative and continuance commitment<sup>5</sup>. These three factors will be used to measure law librarians' commitment in the context of this study.

Affective commitment is law librarians' emotional attachment to, psychological bond with social attachment to, identification with, and involvement in the library. It is an attitude or orientation towards a library that links or attaches the identity of the law librarians to the library and absorbs the individual's fund of affectivity. It involves the congruence of individual values with the values of the organization (identification). It also involves feelings of care for, pride in, devotion and dedication to the organization, as well as willingness to make sacrifices for the good of the organization (involvement), and to maintain membership in the organization (loyalty) <sup>6</sup>. The law librarians in South West, Nigeria are not committed to their work which is observed by the fact that they react to work as if they are only in these work environments just to get a better job which might be due to how they are being treated by the management and human resource department of the libraries. They are also not committed due to the nature of their work compared to their colleagues in other sectors.

Normative commitment is based on a moral obligation to remain a law librarian of the library as a result of internalization of normative pressures, a sense of guilt resulting from thoughts about leaving the organisation, a desire to compensate favour received from the organisation, or perceived expectation to reciprocate specific benefits to an organisation.

Law librarians in South West, Nigeria are claiming to only be taken care of by the management based on their entitlement and they are not being favoured in other extra rewards which have made them feel not indebted to the libraries in any way. Normative commitment arises from a sense of duty or obligation towards one's organisation<sup>7</sup>

Continuance commitment involves an instrumental calculation of the relative benefits that a law librarian associates with staying in the organization against the costs of leaving the organisation. Continuance commitment is the result of economic decisions and rationale motivated by the investment of individual resources and anticipation of subsequent rewards. It is a "marriage of convenience" that is driven by enlightened self-interest and consideration of what the individual would lose if they left the organization. The law librarians of these targeted libraries do not have any solid investment connected to the institutions which could make them expect any result in turn either immediately or in the future. Therefore, they do not feel committed due to this type of expectation. The characteristics of job done by law librarians is crucial in making the librarians committed in the sense that the management must make sure they are treated as part of the main component of the libraries for them to be committed.

Job characteristics, the first independent variable of this study is described as a construct that determines law librarians' work design, work outcome and extent to which a job is structured in a particular library. It relates to law librarians' sense of personal control, sense of task completion and job burnout<sup>8</sup>. Job characteristics are inherent in a job like librarianship, where the characteristics of the work have aspects or components that can lead to a full understanding of a job, a sense of responsibility for work results, a sense of concern for the impact of work, and also produce courtesy norm positive for librarians, to further influence the engagement of the librarian. The commonly investigated activities of

job characteristics are skill variety, task significance, task identity, autonomy and feedback. The reliability for the subscales of the job characteristics factors has also proved that it can only be measured by these same factors such as skill variety, task identity, task significance, autonomy and feedback<sup>9</sup>.

These activities of job characteristics are variables that should be seen to enhance the work of law librarians for innovation, creativity and dynamism in the organisation to secure an edge in the competitive environment. Law librarians are required to have these characteristics for pro-activeness in the organisation. Skill variety can be described as the different activities carried out by law librarians to actualize performance in the library. Task significance means the extent to which a routine has a formidable effect on the organisation, colleagues and the external environment. It specifies that for a task to be executed, law librarians must envisage its impact on the organisation and the external bodies. Task identity means identifying portions of routines and embarking on the task with a remarkable outcome. Autonomy refers to extensive and independent will of law librarians to determine the procedures used for the job while feedback entails providing libraries' management and clients with direct and adequate information about law librarians' performance<sup>10</sup>.

These five activities of job characteristics in the libraries give law librarians favourable work environment and job outcome alongside exposure to varieties of opportunities and more experience on the job. It also signifies law librarians' task specifications such as division of labour, job specializations, initiative, decision-making and proactiveness. However, the understanding of job characteristics increases law librarians' performance and their responsibility to the libraries. This would further improve law librarians functioning abilities to have control over their jobs and their commitment to actualize their potentials for the library. The five activities of job characteristics would lead to law librarians' three

critical psychological states of job characteristics which are experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the actual results of the work activities<sup>11</sup>.

These critical states indicate that skill variety, task identity and task significance are identified as experienced meaningfulness of the work. Autonomy is denoted as having experienced responsibility for the outcomes of the work while feedback indicates knowledge of the actual results of the work activities. Also, the motivating potentials of law librarians to determine their job characteristics could be directly related to the meaningful experience their work provides as well as the outcome of their efforts. This would certainly improve the psychological state of law librarians to actualize their specific jobs in the library. Thus, the outcome and the knowledge results of a particular task are usually affected by the feedback law librarians receive from doing assigned task.

Library management and heads of department create a level playing ground for law librarians to understand their job descriptions and area of specializations to have presumed knowledge of their job. As a result of this, job characteristics bring out the functioning abilities of the law librarians and how they can be effectively used to minimize job burnout. It also provides law librarians the avenue to work with the library's job plan, structures as well as the ability for them to be committed and perform up to desired expectations. Also, the five indicators as well as the three critical psychological states of job characteristics affect law librarians and their work outcomes in respective tasks such as high quality work performance, high satisfaction with work, high internal work motivation, and low absenteeism and turnover. Studies carried out in Nigeria, as shown in the literature emphasized that personal and work outcome will increase law librarians' productivity, job satisfaction, and law librarians' sense of attachment to the library<sup>12</sup>. This will certainly

improve institutional supports on the job which could influence their in-role and extra-role performance in various librarians.

Another factor that can influence law librarians is institutional support. The commitment of law librarians in existing literature, is a significant outcome for librarians that often emanates from institutional support. When an organization demonstrates care and fairness towards its workforce, an indicator of their employee-focused approach, it generates within them a sense of responsibility to reciprocate with loyalty and dedication towards the organisation<sup>13</sup>. Actions taken by institutions demonstrating concern for the well-being of their staff have been shown to increase librarian's attachment or passionate commitment with work within this dynamic. Reciprocity implies individuals experience a certain obligation toward caring equally amongst both parties; so too registering greater attention on behalf of management would strengthen workers connection shared between themselves overall personified image/membership status they hold socially accountable unto others.

It is possible that the law librarians' lack of commitment to their jobs stems from inadequate institutional support and a significant level of dissatisfaction among them. Based on personal observations in various law libraries, it appears that there is a deficiency in organizational dedication<sup>14</sup>. Amongst law librarians employed within these institutions and legal parastatals, many exhibit little enthusiasm or devotion towards their roles within the organization. Feelings such as regret or discontentment about choosing this career path are clear indications of job-related apathy which may prompt employees to seek alternative employment opportunities elsewhere; all essential factors highlighting poor administrative backing coupled with discontent requiring extensive verified data evidence.

The law librarians' low commitment levels may have stemmed from inadequate support from the institutions. This lack of dedication could lead to negative consequences, such as

job dissatisfaction and withdrawal among employees. Ultimately, this could harm service quality and productivity while diminishing law libraries' relevance in Southwest, Nigeria compared to private entities if not addressed through concrete evidence-based measures. It is important to recognize that commitment hinges on institutional backing. In the context of law librarians in Southwest Nigeria, institutional support include access to training programs (technical support), modern library resources (financial support), and supportive management practices (management support) <sup>15</sup>. The unique socio-economic and cultural context of Nigeria, particularly in the Southwest region, presents both opportunities and challenges for institutional support. Understanding how these factors influence the commitment of law librarians can provide valuable insights for policymakers and library administrators to design interventions that enhance organizational commitment among law librarians, thereby improving the overall effectiveness of law libraries in the region.

Given the critical role that law librarians play in supporting the legal profession and academic research, it is imperative to explore the factors that influence their commitment. By examining the interplay between job characteristics, institutional support, and employee commitment, this study aims to provide a comprehensive understanding of the determinants of commitment among law librarians in Southwest Nigeria. This understanding can inform strategies to enhance the working conditions and professional development of law librarians, ultimately contributing to the advancement of the legal and academic sectors in Nigeria.

## **1.2 Statement of the Problem**

The commitment of law librarians to law libraries in Southwest, Nigeria is very important as it affects the overall productivity of the library. For instance, when an organisation has committed librarians in its library, it would positively lead to an optimal performance. However, preliminary investigation, close observation and literature review have revealed a

decline in the commitment of law librarians in Southwest, Nigeria<sup>15</sup>. Law librarians are perceived not to be committed to their work in southwest, Nigeria. Commitment in terms of affective, normative and continuance is lacking among the law librarians in southwest, Nigeria. Factors such as job characteristics and institutional support could influence librarians' commitment. Although, job characteristics, institutional support, and librarians' commitment have been the subject of numerous studies, none have examined law librarians' commitment, job characteristics, institutional support, all at once. Hence, this study intends to examine the influence of job characteristics and institutional support on the commitment of law librarians in southwest, Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to investigate the influence of job characteristics and institutional support on the law librarians' commitment in Southwest, Nigeria. The objectives are to:

- i. identify the level of law librarians' commitment in Southwest, Nigeria
- ii. determine the job characteristics of law librarians in Southwest Nigeria
- iii. identify the level of institutional support available for law librarians' in Southwest, Nigeria
- iv. determine the influence of job characteristics on law librarians' commitment in Southwest, Nigeria
- v. determine the influence of institutional support on law librarians' commitment in Southwest, Nigeria
- vi. ascertain the combined influence of job characteristics and institutional support on the law librarians' commitment in Southwest, Nigeria.

#### **1.4 Research Questions**

The study will be guided by the following research questions:

1. What is the level of law librarians' commitment in Southwest, Nigeria?
2. What is the impact of law librarians' job characteristics in Southwest, Nigeria?
3. What is the level of institutional support available to law librarians in Southwest, Nigeria?

#### **1.5 Hypotheses**

The following research hypotheses were formulated and tested at 0.05 level of significance to further guide the study:

**H<sub>01</sub>:** There will be no significant influence of job characteristics on law librarians' commitment in Southwest, Nigeria.

**H<sub>02</sub>:** There will be no significant influence of institutional support on law librarians' commitment in Southwest, Nigeria

**H<sub>03</sub>:** There will be no significant combine influence of job characteristics and institutional support on the law librarians' commitment in Southwest, Nigeria

#### **1.6 Scope of the Study**

The study aimed to investigate how institutional support and job characteristics influence law librarians' commitment of libraries situated in the South-West, Nigeria. The research

exclusively focused on law librarians in South-West Nigeria. This include federal, private and state universities, Law School libraries, Ministry of Justice libraries within South-West region, deliberately excluding non-librarian staff categories from analysis.

The study highlighted significant topics related to institutional support, including job satisfaction and level of commitment. It examined the impact of such support on key areas like well-being, fairness in treatment, supervisor backing and employees' goals. In addition, it explored how job characteristics influences workers' commitment towards their organization while addressing challenging issues within the scope of its objectives. The measures for law librarian's commitment are affective commitment, continuance commitment and normative commitment, while the measures for job characteristics are skill variety, task significance, task identification, autonomy and feedback and the measures for institutional support are management support, financial support and technical support. Law librarians in Southwest would serve as the respondents for this study.

### **1.7 Significance of the Study**

The results of this study are anticipated to hold great appeal and offer significant advantages for librarians/employees, managers/employers, government officials/policymakers involved in education policy, as well as upcoming researchers studying employee commitment within the domain of human resources management. Law Librarians will benefit from this study as it highlights the importance of institutional support and job satisfaction in enhancing their commitment to the organization. Having a proper grasp of these factors can help employees advocate for better support systems and work conditions, leading to increased job satisfaction and engagement. Managers and employers can use the findings to develop effective policies and practices that foster institutional support, thereby improving job satisfaction and employee commitment. By understanding the link between institutional

support, job satisfaction, and commitment, they can implement strategies that enhance employee loyalty and motivation, securing a competitive advantage over time.

Government officials and policymakers involved in education policy will gain insights into how institutional support impacts employee commitment. This knowledge can guide the development of policies that promote employee well-being, fair treatment, and supportive work environments. Improved policies in these areas can lead to higher levels of organizational commitment among employees in public universities and related non-governmental agencies, contributing to the overall success and effectiveness of these institutions. Researchers studying librarians' commitment within the domain of human resources management will find this study valuable as it provides empirical evidence on the relationships between institutional support, job satisfaction, and employee commitment.

The findings can serve as a foundation for research, helping to expand the knowledge base and inform future studies in this field. By examining the perception of institutional support, job satisfaction, and commitment to management among librarians in public universities, law establishments and related non-governmental agencies, this study aims to establish a link between these factors. Ultimately, the research provides empirical evidence regarding these relationships, demonstrating that improving job satisfaction through effective institutional support policies is critical for enhancing librarians' loyalty and organizational motivation.

## **1.8 Limitations to the Study**

The major limitation encountered during the course of this research was getting the respondents to fill the questionnaires because of their different schedules but the researcher was able to get full participation from respondents for the research.

## **1.9 Operational Definition of Terms**

**Law Librarians' Commitment:** Law Librarians' Commitment refers to the level of dedication, engagement, and loyalty that law librarians in Southwest, Nigeria exhibit towards their job and institution. This can be measured through various indicators such as:

*Affective Commitment:* This is the emotional attachment of law librarians in South West, Nigeria to their job.

*Normative Commitment:* This is the level at which law librarians in South West, Nigeria believe they should stay in their organization.

*Continuance Commitment:* This shows the extent the law librarians in South West, Nigeria tend to stay in their organization.

**Job Characteristics:** Job Characteristics refer to specific aspects of a librarian's job that can influence their commitment. The characteristic of work that have special characteristics will have an impact on increasing employee intrinsic motivation, increasing job satisfaction and reducing pressure on job demands. These can be measured through factors such as:

*Job Autonomy:* The amount of control and discretion law librarians in South West, Nigeria have over their work tasks and processes.

**Task Variety:** The diversity of tasks that law librarians in South West, Nigeria perform in their roles.

**Task Significance:** The perceived importance and impact of law librarians in South West, Nigeria job on others.

**Feedback:** The extent to which law librarians in South West, Nigeria receive clear and constructive feedback about their job performance.

**Task Identification:** This is extent to which law librarians in South West, Nigeria make a plan that are needed to accomplish the organization goal and objectives.

**Institutional Support:** Institutional Support refers to the degree to which the institutions in Southwest, Nigeria provides resources, assistance, and a supportive work environment for librarians. This can be measured through elements such as:

**Management Support:** These are the support offered to law librarians in South West, Nigeria by the management to improve their productivity.

**Financial Support:** This is the money provided by the management to enable the law libraries in South West, Nigeria to achieve their goals and objectives.

**Technical Support:** These are the services that provides the law librarians in South West, Nigeria with step – by step directions for how to fix specific technical issues in the libraries.

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## **Chapter Two**

### **Literature Review**

This chapter presents the review of various literature related to the study. The literature is reviewed systematically to provide a clear analysis of the key concepts in the study as well as to show the views of global, continental and local scholars on the subject of discourse. The chapter is organized under the following subheadings:

#### **2.1 Conceptual Review**

2.1.1 Librarians' Commitment

2.1.2 Job Characteristics

2.1.3 Institutional Support

#### **2.2 Theoretical Framework**

2.2.1 Allen & Meyer Model of Employee Commitment

2.2.2 Hackman and Oldman's theory of Job Characteristics

2.2.3 Institutional Support Theory

#### **2.3 Review of Empirical Studies**

2.3.1 Job Characteristics and Law Librarians' Commitment

2.3.2 Institutional Support and Law Librarians' Commitment

#### **2.4 Conceptual Model**

#### **2.5 Summary of Literature Reviewed**

#### **2.1 Conceptual Review**

### **2.1.1 Librarians' Commitment**

Attachment in terms of commitment entails investing in an action, whereas commitment is a feeling of attachment to an organisation. Others have highlighted the affective, emotional aspect of commitment as psychological connection and loyalty. The latter method of commitment was adopted in the current study. Most people believe that commitment benefits both people and organisations. However, other scholars have questioned the idea that the dedication of librarians always results in positive outcomes for people and organisations.<sup>1</sup>

The potential for overly committed librarians, usually labelled zealots has to been seen have a negative effect on organizations. The majority of studies on the effects of librarians' dedication have concentrated on organisationally significant outcomes like performance behaviours and turnover. There has been very little empirical research into the possible relationships between librarians' commitment and their personal lives<sup>1</sup>. The current study relies on past research on the effects of commitment in order to determine if librarians' commitment has beneficial or negative individual consequences

Commitment is a feeling of loyalty and oneness that a librarian feels towards the organisation; this is normally based on personal experiences about the organisation's policies and procedures and the interaction that employees may have as employees of the organisation. Commitment can also refer to librarians' perception and conviction that their involvement in the organisation contributes to its overall productivity. Law librarians' attitudes towards the organisation are largely predicted by organisational commitment, which is also a powerful predictor of turnover, disengagement, and organisational citizenship behavior. The law librarians' bond interprets the values and attitudes of the librarian. Committed law librarians are increasingly becoming valued assets in

organisations. For this study, law librarians' commitment is viewed as a commitment to the organisation as well as law librarians' commitment to their occupation. The relationship between librarians and the organisation is reflected in the psychological concept of organisational commitment. It is how librarians view and react to the organisation. "The law librarians who have the strongest organisational commitments are the ones who are least likely to leave<sup>1</sup>"

Committed individuals are more productive, loyal, and compatible with the organization's mission. Librarians often may not feel emotionally connected to their company and merely work to maintain their status and compensation. Most librarians are not emotionally dedicated to their organisation; they simply stay working because they don't want to lose their status or compensation. According to side-bet theory, he stated that "employees who work as law librarians in the context of this study do not leave the organisation to protect their concealed benefits. For example, if a person accepts a better job offer after two months, leaving before the end of a year can be perceived as untrustworthy<sup>2</sup>."

Law librarians' dedication is highly valued. According to studies, devotion has a substantial impact on a business's success<sup>3</sup>. This is because a highly dedicated librarian who identifies with the goals and values of the company, has a higher desire to belong to the organisation and is willing to demonstrate greater organisational citizenship conduct, i.e., willingness to go above and beyond their basic work obligations. If human resources are an organization's most valuable assets, then committed human resources should be considered a competitive advantage. A number of studies have revealed favourable links between organisational commitment and law librarians' actions, such as higher effort in job completion, better work

attendance, increased readiness to engage in citizenship behaviour, and enhanced service delivery<sup>3</sup>.

As a result, this demonstrates that the overall performance of higher law librarians is effective. Organisational commitment is reflecting a person's view of loyalty toward the organisation and in-progress processes by the members of an organisation, concerning organisational achievements<sup>3</sup>. Organisational commitment is influenced by a variety of factors, including personal factors (age, gender, internal and external control properties, and service period in the organisation), organisational factors (job design and supervisory leadership style), and non-organizational factors (existence of a replacement). Commitment is more than simply a concept in human connections; it entails generating human energy and energising the human brain. Without commitment, the implementation of new ideas and initiatives would be impeded. Commitment has also been defined as a psychological state that bonds a person to an organisation. This binding force can be felt in a variety of ways, each accompanied by a distinct attitude, such as an emotional attachment and participation with the objective, a sense of obligation to the target, and a knowledge of the repercussions of ceasing involvement with the target<sup>3</sup>.

The desire of law librarians to stand loyal and express the best concerns for the well-being is intended to ensure the organization's continued success. A devoted law librarian would be familiar with the organisation's ethical standards, objectives, goals, norms, and targets. Organisational commitment has three components: continuous, affective, and normative. Similarly, research indicated that transformational frameworks have considerable effects on the commitment of librarians. Librarians' efficiency, performance, and self-motivation have also affected organisational commitment. Commitment to change is dependent on strong change management methods as transformational leaders; change leadership and followers' commitment are proportional to the impact of personal changes. Organisational

commitment is the strongest predictor of corporate goals, productivity, objectivities, and turnover, thus we tested the elements of transformational leadership with emotional intelligence and commitment of librarians<sup>4</sup>.

Transformational leadership improves organisational commitment, librarian productivity, leader-member interaction, and organisational commitment<sup>4</sup>. Scholars also suggest that affective commitment has an expressive link with individual consideration and inspirational motivation, as both elements influence the integration method for organisational commitment. Over the years, several researchers have focused heavily on the topic of organisational commitment<sup>5</sup>. Organization commitment is the amount of feeling and emotion the individuals have toward their organization. Organizational commitment refers to the level of librarians' involvement within the organisation. Committed librarians are the librarians that cooperate with each other to achieve the organisation's common goals. Organisational commitment is referred to as the theory of "Side-bet", while another scholar defined organisational commitment as the theory of "exchange"<sup>5</sup>.

Law librarians remain committed to their organisation because they consider the cost of leaving if they decide to leave, and he discovered a relationship between organisational commitment, cost, and decision to leave, implying that as employees spend more time with the organisation, the cost of leaving will rise, making the decision to leave more difficult for those employees. Law Librarians stay longer in the organisation because they believe in the organization's mission, values, standards, and objectives, and librarians have a strong desire to do their best to achieve the organization's goals, and they believe that they are the most important resources in the organisation. Organisational commitment based on the goals reached by the librarians suggests that if the librarians are dedicated to their organisation, they must want to achieve the organization's goals, mission, and objectives<sup>5</sup>.

Commitment is determined by how much the librarians have accepted the changes that occur inside the organisation. Organisational commitment refers to the attitude of law librarians towards changes in the organisation, specifically the level of acceptance of the change and if the librarians are open to the changes that occur in the organisation from time to time. From this perspective, librarians' commitment is the most crucial aspect that organisations require when they wish to make changes.<sup>6</sup> Commitment is judged by the level of identification of librarians in the organisation rather than the level of acceptance of the changes. Commitment is the librarians' belief in the organisation's values. Commitment is the relationship the librarian build with their organisation during their stay. When people enter an organisation, they expect to find what they need, and when the company meets those needs, they become dedicated to the institution<sup>6</sup>.

They also defined commitment in three dimensions: the first is acceptance of the organization's values and standards, the second is librarians' desire to do their best and go above and beyond to achieve organisational goals, and the third is a strong desire to be a member who truly belongs to the organisation. Commitment is the librarian's attitude towards the organisation, and it can be judged by a variety of criteria. Organisational commitment has become a significant construct in organisational research. This is mostly owing to its correlation with work-related factors as absenteeism, turnover, job satisfaction, participation, and leader-subordinate relationships<sup>7</sup>. Academic libraries rely on both human competencies and librarian commitment to achieve success and excellence. Early research on organisational commitment focused on an attitudinal viewpoint, emphasising employee identification, involvement, and loyalty<sup>7</sup>.

Organisational commitment is an attachment to the organisation that is marked by a desire to continue working for it. It all boils down to identifying with the organization's beliefs and aims, as well as a willingness to go above and beyond on its behalf. Organisational communication can be viewed through the lens of at least three main methods. The exchange model sees commitment as the result of inducement/contribution transactions between the organisation and its members. The second method is the psychological approach, which regards commitment as an attitude towards the organisation that binds the individual's identity to that of the institution. Third, the attribution approach defines commitment as a behavioural act that occurs when individuals attribute a commitment-oriented attitude to themselves<sup>8</sup>. Organisational commitment refers to employees' commitment and devotion to their current employer; it can be characterised as a psychological attachment between an individual and an organisation. It can also be defined as the degree of identification that exists between an individual and the organisation. It is the link between employees and the organisation.

It also implies identification with an organisation, acceptance of its goals and values as one's own and a strong desire to remain as a part of the organisation. After carrying out series of researches on organisational commitment, it was defined as a psychological state that characterizes the employee's relationship with the organisation and along with its implications for the decision to continue membership in the organisation. It was further explained as the concept with a three-component model of commitment, with each component characterising an employee's commitment to the organisation<sup>9</sup>.

These components include emotive, continuous, and normative commitment. Affective commitment refers to employees' perceptions of their emotional attachment or identity with the business. Employees' perceptions of the cost of leaving their current job to work

somewhere else are referred to as continuity commitment. Normative commitment is an employee's understanding of their moral responsibility to the organisation. Affective commitment refers to an employee's emotional tie to and involvement with the business and its goals<sup>9</sup>. It stems from the employee's desire to maintain the relationship with the organisation. Continuance commitment is calculative and exchange-based in nature, and it is typically related to the expenses involved with an employee's decision to quit the organisation<sup>9</sup>.

It makes the employee, who is the librarian in the context of this research, feel obligated to stay with the organisation because leaving would result in their losing remuneration such as pensions, status, and seniority, or because they believe there are few employment opportunities elsewhere. While normative commitment is the desire to remain with the business based on a moral or legal tie or a duty of appreciation that the employee feels towards the organisation. This sense of loyalty makes employees believe that they should remain dedicated to the partnership. Organisational commitment is a multidimensional notion that refers to an employee's relative strength of identification with a specific organisation. It is defined by at least three factors: the first is a readiness to put out significant work on behalf of the organisation; the second is a strong belief in and acceptance of an organization's goals and ideals; and the third is a "strong desire to maintain membership in the organisation"<sup>9</sup>.

Affective commitment is a person's affective attachment to the goal and values of an organisation. Organisational commitment can also be seen as the strength, close association with, and involvement that an employee has in the organisation. Researchers have also viewed commitment as involving an exchange of behaviour in return for valued rewards. For example, a scholar stated that organisational commitment is the result of a

synchronisation between the individual's job-related and occupational needs on the one hand and the organisation's ability to satisfy these needs on the other<sup>10</sup>. The feature that is used to describe the concept organisational commitment is behaviour. Organisational commitment among individuals leads them to enact specific behaviours due to the belief that it is morally correct rather than personally beneficial. Therefore, organisational commitment is a state of being, in which the staff in an organisation are bound by their actions and beliefs that sustain their involvement and their own involvement in the organisation<sup>10</sup>.

The stages of organisational commitment include the compliance or exchange stage which is the stage when the individual acting with the performance that complies with organization standards not because he or she believes in the organization's standards and values, but because he or she gets rewards and promotion from the organization, so the commitment of the individuals in this stage is based on the number of rewards they get from the organization<sup>10</sup>. The identification stage is defined in terms of belonging to the organization in which the individual in the organization has a strong relationship with her or his organization and they are proud because they are members of this organization.

The organisation is the first and most important place in which an individual can identify themselves, and they also found a positive relationship between the organization identification stage and affective commitment, therefore librarians' commitment in the identification stage is different from the compliance stage because the librarian in this stage have a strong desire to remain in the organisation because of the level of belonging they have toward their organization. The internalization Stage is a stage of matching employees' beliefs and value and their organization. This stage is the final stage of commitment because

the employees here want to stay in the organization because they share the same values with their organisation<sup>10</sup>.

As previously stated, the stages of commitment differ from one another; first, employees want to stay for the reward; second, they want to stay because they feel a sense of belonging to the organisation; and finally, they want to stay because they share the same values as their organisation. because they share their ideals. As previously said, the stages of commitment are distinct; first, employees want to stay for the reward; second, they want to stay because they have a feeling of belonging to the organisation; and third, they want to stay because they share the same values as their organisation. All of the studies on the definition of organisational commitment has three similarities: affective attachment to the organisation, cost perception associated with leaving the company, and obligations to stay in the organisation<sup>11</sup>.

First and foremost, the majority of the scholars define commitment as an affective orientation towards the organisation. They believe this is due to the individual's identification with the organisation, attitude towards the organisation, and affective attachment to goals and ideals. Second, there is an ongoing commitment when pledges are tied to future profit participation or the elimination of related costs. Finally, some scholars feel that lifelong commitments might be viewed as remaining ethically loyal and committed to the organisation. The three common points in the notion of organisational commitment are emotive, continuous, and normative. These three commitments all indicated a psychological condition; they also influenced the interaction between employees and organisations, as well as the retention of organisational members. Affective commitment was discovered to encompass four categories: personal traits, structural characteristics, job-related factors, and work experience. First, in terms of personal traits, employees are willing

to make commitments for a variety of reasons, including personal professional ethics, personal duties, and personal work interests<sup>11</sup>. All of these examples can be used to demonstrate that employees vary in their propensity to make promises. In addition, environmental influences have influenced individual commitments.

The better the personal characteristics match the surroundings, the more active the response, and vice versa. Second, structural features are also linked to employee commitment. Although most scholars look less directly at the relationship between organisational structure and individual commitment, the relationship between the two is indirect. The relationship between employees and the organisational structure, as well as the clarity of employees' roles in the organisation, are related to the organisational structure, so the organisational structure can indirectly affect the librarians' feelings, thereby influencing their affective commitment. Third, job-related traits are among the factors that influence individual commitment. Individual commitment is influenced by job-related factors such as supervisor and colleague support, as well as access to resources<sup>11</sup>.

According to research, organisational support has a substantial influence on employee commitment, and employees are more likely to return to businesses that make successful commitments<sup>11</sup>. Similarly, having a cordial relationship with coworkers has the same effect on employees' effective commitments, which can lead to strong effective commitment<sup>12</sup>. Employees value resources as a vital aspect of their jobs. Access to resources can determine whether law librarians make a genuine commitment to the institution. Office space, photocopying facilities, administrative help, and computer access are all job-related resources<sup>12</sup>.

Access to resources can make it easier for employees to perform tasks and boost employee self-efficacy. Finally, relative to individual and organisational variables, there is a

significant gap between research on job experience and affective commitment. There are approximately two forms of work experience that influence effective commitment: the satisfaction of employees' psychological and physical comfort needs, and employees' job competitiveness. Affective commitment refers to the employee's good sense of identity, affiliation, and involvement in the organisation.<sup>13</sup>.

Affective commitment emerges when employees are able to meet their aspirations and occupational demands within the business. Affective commitment results in people staying inside an organisation because they want to; these employees will generally operate in the organization's best interests, and such individuals are unlikely to readily depart the organisation. Individuals will display different degrees of effort and maintain different affective responses to an organization depending on the perceived commitment of that organisation to the employees within the organisation. Therefore, they concluded that employees will exhibit organisational commitment in exchange for organisational support and rewards<sup>13</sup>.

Affective commitment is a librarians' sentimental attachment, sense of belonging and participation in the organisation. Emotional attachment, belongingness and involvement in the organisation constitute affective commitment<sup>14</sup>. Affective commitment is actually an individual belongingness and sentimental affection with organisation and its goals and objectives. It is a situation where an individual employee wanted to be with the organisation and continues his/her association with that organisation. Affective commitment is optimistic fondness toward the organisation, reproduced in a longing to observe the organisation success in achieving its aims and objectives and an emotion of satisfaction at being element of the organisation. An employee with strong affective commitment shares in the goals of the organisation and desires to remain a part of the organisation willingly<sup>14</sup>.

Employee emotional commitment can be influenced by a variety of demographic parameters, including age, tenure, gender, and education, but these affects are neither substantial nor constant. With affective commitment, librarians are willing to continue working with their organisations because they consider their own job relationship in tandem with the organization's goals and ideals.<sup>15</sup> The strength of affective commitment stems from the fact that it is linked to the individual's wants and expectations for the organisation. There is less study on normative commitment, and theoretical developments outnumber empirical ones<sup>16</sup>. The normative commitment is the relationship between individuals and organisations' beliefs. The foundation of normative commitment is that the organisation is prepared to give incentives to librarians.

Librarians as employees are subject to regulatory pressure imposed by society before they enter an organization or join an organisation. When librarians believe that they can be rewarded by following social norms, librarians will be willing to make normative commitments. Normative commitment was considered an obligation to stay in the organization. Some scholars now believe that normative commitment implies that employees and organizations are mutually beneficial. Factors that affect organizational commitment based on several commitment types. Several researchers have talked about how important commitment is towards organizational performance. A stronger correlation between organizational commitment and job performance exists in the individual performance of employees. For example, there is a strong positive correlation between personal performance and the organizational commitment of employees<sup>17</sup>.

Some factors affect organizational commitment based on the commitment toward the job, people, organization and stakeholders. These are argued by scholars - Commitment towards job - there is less research on normative commitment, and there are more theoretical

developments than empirical. The normative commitment is the connection between individuals and organizations, the premise of normative commitment is that the organization is willing to provide incentives for employees. Employees are subject to regulatory pressure imposed by society before they enter an organization or join an organization. When employees believe that they can be rewarded by following social norms, employees will be willing to make normative commitments<sup>17</sup>.

Organizations have not yet realized that employees are more inclined to choose a more productive and creative employer. So when employees think that employers can be satisfied with themselves and get happiness from work, employees are willing to commit. Moreover, job satisfaction, organizational commitment and turnover ratio are connected. They argued that employees who are satisfied with their job are more productive and have a desire to stay more in the organization, which affects the turnover ratio, on the other hand, the employees who do not feel satisfied in their job have a huge intention to leave<sup>17</sup>. Many aspects of employees' interpersonal contact and co-workers are positive, which indicates that the employees' personal and environmental factors are in a positive state, and they will be willing to commit to the organization. Such a commitment is a commitment to people. Some of the personal factors that affect the commitment level are the gender of the employee, their age and their educational level. Moreover, environmental factors also have an impact on organizational commitment<sup>17</sup>.

The first environmental factor is communication - excessive interpersonal communication makes the employee's emotion change, causes excessive emotional expansion and loss, and eventually leads to a decrease in personal accomplishment and the decline of job burnout. Most studies show that environmental factors are the direct cause of job burnout. Contact with others, regardless of colleagues or customers, can lead to changes in mood. Excessive

exposure is the main cause of problems, frustrations, and even conflicts, and this negative emotional change is the main factor in job burnout<sup>18</sup>. In such negative mood changes, employees are reluctant to commit to continuing work, and they even want to escape the working environment of negative emotional sources even more quickly. On the contrary, perception and attitude are very important to individuals. The quality of communication can affect organisational commitment<sup>18</sup>.

Organisations involved in total quality management, and communication strengthened organisational commitment with a difference of 59%. Good communication enables employees to get job-related information and task-related information which increase their level of engagement in the organization, which has a positive impact on affective, continuance and normative commitment<sup>19</sup>. Also, good communication between employees and leaders can improve the working environment, thereby reducing job burnout, and ultimately making employees commit to the organization.

When an organization can meet the specific needs of individuals, skills and expectations, the commitment of employees will be more and more<sup>20</sup>. Such a commitment does not mean the exploitation of the employees, but the employees accept the values and goals of the organization, volunteer for the organization, and desire to be in the organization. Therefore, when the organization can meet the needs of employees, employees will commit themselves to their development. Human resource management is responsible to meet the needs of employees, many practices of human resources management like developmental appraisal, promotion, compensation and training programs play a vital role in employees' commitment and motivation, when the employees feel that their work is appreciated, their willingness to stay in the organization increase, and vice-versa<sup>20</sup>.

Commitment to the organisation. According to numerous studies on organisational commitment, some people feel that employees make promises because of the organization's identity, and that the organization's high recognition causes librarians to make a voluntary commitment to continue working. The identity of the organisation can assist librarians in understanding their experiences, organising their ideas, developing strategies, and eventually achieving a sense of self-achievement. Organisational identity is linked to the intention to stay with the organisation. Similarly, job happiness is positively connected to organisational commitment, while work input and job motivation are associated to organisational identification. Human growth is complemented by effective communication, which means that the organisation integrates employees into its operations, and employees will volunteer to work for it<sup>20</sup>.

Organisational identity is linked to the intention to stay with the organisation. Similarly, job happiness is positively connected to organisational commitment, while work input and job motivation are associated to organisational identification. Human growth is complemented by effective communication, which means that the organisation integrates employees into its operations, and employees will volunteer to work for it<sup>20</sup>.

Stakeholder theories show that the company should analyze the key components of the interests, which will affect the behaviour of the stakeholders, that is, the commitment to the organization. Different stakeholders have different importance for librarians, so librarians' commitment to the organization will be affected to varying degrees. Different stakeholder groups can create a different impression of the organization, which will affect whether are willing to make a commitment to the organization to continue to work. For example, when a salesperson has a good relationship with a customer, these employees will be willing to continue to work for the organisation, and the relationship with the supplier also affects

their impression of the organisation. Organisations' performance will improve if they move away from controlling the workforce to a strategy of commitment where individuals are given broader responsibilities, encouraged to contribute and assisted to achieve satisfaction at work. Employees are less likely to leave their jobs if they have high levels of affective commitment<sup>19</sup>.

Organisational commitment has a positive impact on customer satisfaction since employees with longer tenure tend to have better knowledge and understanding of their work and customers usually want to do business with them. Librarians with longer tenure have higher motivation and organisational citizenship which leads to higher performance. Sometimes, organisations use financial inducements such as low-cost loans, stock options, deferred bonuses, etc. to tie employees to them, thereby increasing employees' continuance commitment. In other words, high organisational commitment is associated with lower labour turnover and absence. However, there is no conclusive link to performance, it must be noted that, too much organisational commitment may result in low turnover leading to inbreeding which limits the organisation's opportunity to recruit and select new and fresh talents, and this however makes the organisation to be resistant to change<sup>19</sup>.

Normative commitment is a librarian's feeling of obligation to the organisation. This component has to do with feeling of obligations to the organisation based on the employee's personal norms and values. Librarians that exhibit high levels of normative commitment stay with the organisation because they feel they should stay. It can also be defined as the belief that employees have a responsibility to their organisation. Normative commitment is the totality of internalized normative pressures to act in a way which meets organisational goals. Employee's experience normative commitment due to their internal belief that it is their duty to do so. Normative commitment has an overall coverage of an employee's felt

responsibility towards an organisation and is based on feelings of loyalty or based on a bond containing a penalty in case of failure<sup>19</sup>.

Normative commitment is the work behaviour of individuals, guided by a sense of contract, obligation and loyalty towards the organisation. For normative commitment the employee feels that it is morally right to stay in the organisation, regardless of how much status or satisfaction the organization gives him or her over the years. Normative commitment draws its strength from feelings of loyalty, debt and or obligation between employees and the organisation. This means that employees often feel it is their duty to repay the organisation for investing in them, either in the area of training and development or in the provision of scholarships<sup>19</sup>.

Normative commitment is higher in organisations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also always rated as high where the employees regularly observe tangible examples of the employer being committed to their well-being and progress. A librarian with greater organisational commitment has a greater chance of contributing to organisational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces librarians turnover and increases the organisation's ability to recruit and retain talents. The strength of normative organisational commitment is influenced by accepted rules about reciprocal obligation between the organisation and its members<sup>20</sup>.

The result of several investigations indicated that librarians with strong affective commitment work harder and more effectively in their jobs than employees with weak affective commitment<sup>19</sup>. Empirical research indicates that, employees with high levels of continuance commitment have lower performance scores and are less likely to engage in

organisational citizenship behaviours that go beyond the employee's normal job description. Although financial inducements are important, continuance commitment should not be misconstrued for employee loyalty. Employers should at all times strive to win employees' hearts (affective commitment) beyond tying them financially to the organisation (continuance commitment). Librarians' motivation, psychological affiliation, loyalty and job growth is as a result of the appreciation that employees receive from their organizations<sup>21</sup>.

Librarians will work with a sense of wholeness and feel greater loyalty and commitment if they feel that organization is appreciating their efforts and job involvement. Employees will feel more attachment and possess a desire to be a part of their organization if they found that their organization is offering the security and duration of a job<sup>21</sup>. Empirical studies found that, job security and career growth enhance the employees' psychological affiliation and loyalty with an increase in their organisational commitment. Although previous research findings concerning the relationship between people's work and non-work lives have been diverse, the patterns that have emerged support the thesis that individuals' work and non-work attitudes are related. Among white-collar and professional employees, the prevailing pattern is one of spillover between work and non-work lives, wherein the experiences and attitudes of the work domain influence the non-work domain<sup>21</sup>, and vice versa.

The question of whether work affects the non-work arena or vice versa is still unresolved. For example, causality is found to be stronger from work to non-work satisfaction than it was in the opposite direction<sup>21</sup>. The question of interest to this research was whether the effect of employee commitment on non-work satisfaction is positive or negative.

Employee commitment affords individuals a chance to develop a sense of belongingness and to fulfill the human need for meaningful work. When individuals feel committed to their work organizations, they share the organizations' values. They derive personal meaning from their work experiences because pursuing organizational goals is consistent with their values. As a result, they feel good about themselves and what they are doing at work. In turn, these good feelings are expected to spill over into librarians' non-work lives. Research has demonstrated that employees can sustain high psychological involvement in their work organisations<sup>21</sup>.

A case study of individuals who were successful at work and felt alienated in their personal lives provides some indirect support for Randall's argument. Although that research suggested that conflict between an individual's work and non-work life is possible, it did not support the inference that such conflict is typical or inevitable. All of the studies cited above relied on cross-sectional data<sup>21</sup>. Since employee commitment is an affirmative phenomenon, it was expected to have a positive effect on the personal lives of committed individuals. In particular, I hypothesized that employee commitment would have positive consequences on individuals' non-work satisfaction. In the light of the potential for family involvement and age to influence the relationship between work and non-work satisfaction, the test of this relationship included controls for both variables. Conventional wisdom holds that organizations reward employee loyalty<sup>21</sup>.

Several scholars have argued that organisational commitment is rewarded with career progress<sup>22</sup>. If committed employees enjoy better career progress, they should also be more satisfied with their career progress than other librarians. Committed librarians should also be more satisfied with their career prospects within their organization; the more commitment individuals feel toward their work organizations, the more they share a

collective view of what is good for those organizations. Because such individuals share organizational values, they are less likely to see their personal career ambitions as being at odds with their organization's judgment of where they can make the best contribution. This does not mean that individuals are likely to completely subjugate personal ambitions to their organization's view, rather, it means that highly committed employees have more trust in the organization they work for than employees with lower levels of commitment<sup>22</sup>.

Highly committed librarians trust the organisation will reward them in the future with career prospects, hence, I hypothesized that librarians' commitment will have positive consequences on individuals' satisfaction with their career progress and prospects. Of course, there are many other causes of career satisfaction. One important aspect is how satisfied individuals are with their current jobs. Although Curry and his colleagues failed to find any support for causal linkages between job satisfaction and organisational commitment, the close connection between job and career led me to expect that job satisfaction would affect individuals' satisfaction with their career progress<sup>23</sup>.

Continuance commitments are the requirements of individuals for the continuous work of the organization, such commitments are generally based on benefits. Continuance commitment to the reaction is the individual's perception of the costs of leaving the organisation, and anything that can increase costs can be seen as a prerequisite for continuance commitment<sup>22</sup>. The longer the individual works in the organisation, the more benefits are gained, and the greater the convenience of individuals in accessing resources. This means that the longer the work is done in the organisation, the more benefits it will receive, the more specific skills will be acquired, and the formation of personal relationships and a high degree of seniority in the organisation. When employees leave their

jobs, they lose everything they already have and they continue to work for the organisation in order to keep their existing resources<sup>23</sup>.

Continuance commitment is influenced by age and length of service. Younger employees are more likely to leave the organisation due to unnecessary pressure and stress in the organisation, because they have less work experience, and the cost of leaving the organisation is lower than for older librarians with extensive work experience. In addition, the continuance commitment is also affected by the number or size of the organisation's investments<sup>22</sup>. When organisations increase the number or size of investments, the attractiveness of other alternatives to the market will decline, the organisation's attractiveness to employees will increase, and librarians' commitment will increase. Finally, job satisfaction has also become a factor that affects librarians' continuance commitment. When librarians are more satisfied with their work, it means that the higher the employee's departure cost, the employee will give a continuance commitment and continue to work in the organization<sup>22</sup>.

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

attach to leaving the organisation<sup>22</sup>. It deals with the commitment of an employee to further continue work in the organisation due to the inter-employee relationships and associations and other non-transferable funds and investments like allowance and retirement fund or retirement remuneration.

An individual may be committed to the organisation because he/she feels that the cost of losing membership of the organisational will be too high. Things like economic costs (such as gratuity, pension accruals) and social costs (friendship ties with co-workers) would be costs of losing employment in an organisation. But an individual doesn't see the positive costs as enough to stay with an organisation they must also take into account the availability of alternatives (such as another organisation), disrupt personal relationships, and other "side bets" that would be incurred from leaving their organisation<sup>22</sup>. It is also regarded as an instrumental attachment to the organisation, where the individual's association with the organisation is based on an assessment of economic benefits gained. The strength of continuance commitment of an employee lies in the need to stay, and it is determined by the perceived costs of leaving the organisation<sup>22</sup>.

Continuance commitment will therefore be at its best when the employee believes that either there are no alternatives or the alternatives are few. This argument agrees with the opinion that when given better options, employees may decide to leave the organisation. It is widely believed that continuance commitment will occur when an employee continues to work with an organisation mainly out of need, whether due to lack of alternatives or as a result of the perceived costs associated with leaving, such as lost income, seniority or retirement benefits. Perhaps, perceived lack of alternatives or an inability to transfer skills and education to another organisation are the primary antecedents of continuance commitment<sup>23</sup>.

### 2.1.2 Job Characteristics

Job characteristics is widely-known and described as a construct that determines employees work design, work outcome and extent to which a job is structured in the organisation. It involves abilities required by employees to actualise their assigned task which could also expose them to develop special skills that will improve their organisations<sup>23</sup>. It is also related to employees' sense of personal control, sense of task completion and job burnout. The performance of employees on a particular job is associated with a given task. It denotes a positive, personal and job aftermaths characterized by high work satisfaction, high work motivation, high quality performance, low absenteeism and turnover<sup>23</sup>.

Job characteristics are constructs organisations need to inculcate into the lifestyle of their employees. It gives direction on how the organization can be structured, maintained and be productive. Job characteristics also bring out the functioning ability of employees and how they can be effectively and efficiently used for organisational growth. The activities of job characteristics comprise five components, which are skill variety, task identity, task significance, autonomy, and feedback. They also described job characteristics as variable an employee needs for individual growth and manpower development<sup>23</sup>.

However, the reliability for the subscales of job characteristics has proven that it can only be measured by skill variety, task identity, task significance, autonomy and feedback. Other studies have also supported the genuineness of job characteristics activities<sup>23</sup>. Some researchers in their study, questioned the importance of the indicators of job characteristics namely, skill variety, task significance, and autonomy<sup>24</sup>. The study discovered a three-factor solution retaining task identity and feedback as legitimate dimensions of job characteristics but detected a third dimension that merged skill variety, task significance, and autonomy into a single factor. Their results challenge the theoretical notion that job characteristics are

best depicted with a five-dimensional representation. Contrary to this, a study of job characteristics and job satisfaction revealed that the five indicators of job characteristics significantly influence employee satisfaction. To further explain the concept of job characteristics, skills variety requires employees to have different kinds of skills that can make them effective in the organisation<sup>24</sup>.

Librarians are expected to possess knowledge of different skills to execute task in the organisation. A study on temporary teachers in Victoria, Australia, revealed a significant relationship between skill variety and organizational commitment<sup>25</sup>. Furthermore, skills variety is a different activities carried out by employees to actualize performance in a particular organisation. A study of skill variety in the United States and Central American countries, skill variety had high mean scores in the first and the second studies in the United States than the entire Central American countries<sup>25</sup>.

Job characteristics means to set out the contents of a job, the methods in which the job is being carried out and how the job relates to other jobs in the organization. It is the process of collaboration of work functionality, its incentive and the skills needed to carry out the job in such a way that supports the vision and mission of the organization. Job characteristics entails the division of work tasks assigned to an individual in an association that specifies what the worker does, how, and why. Effective job characteristics contributes to the achievement of organizational objects and hand satisfaction<sup>25</sup>. From the definitions above, job characteristics is the structure and flexibility of work apportioned to an individual worker. Job characteristics has also been defined as “the process to optimize organizational pretensions of effectiveness and productivity and how workers can be satisfied doing it, optimizing individual pretensions of particular growth and good. The meaning deduced

from these facts refers to job characteristics as commodity that's used and decided upon by directors of the association<sup>25</sup>.

Organizational literature offers two theoretical shoes to guide the restructuring process; videlicet job characteristics and system redesign. Job characteristics is concerned with the content of the job that an individual or group undertakes, i.e. the places and tasks they fulfil, as well as the styles that they use to complete their work. Job characteristics is very important and so viable that organizations cannot do without it. If such organisations want to succeed and even achieve their goals and objectives, reliance on the skills and knowledge of their operations and employees to deliver products and services to the market place is imperative<sup>26</sup>. Job characteristics brings about the arrangement of work in such a way that allows the individual employee to influence their working situation, work methods, and pace. It also provides grouping tasks into a meaningful job that would enable an understanding of the whole work process. One of the criteria to evaluate job fulfillment is job characteristics. Employee job satisfaction that is higher will encourage positive traits including better work performance, competence, well-being, and many other things. The task characteristic and knowledge characteristic are the two main indications of job characteristics that were used to build the proposed model<sup>26</sup>.

The most notable job characteristics character in the job characteristics model is the indication selected in the suggested framework. One of the significant parts of the job characteristics is the task characteristic. In job characteristics research, a number of well-known frameworks have used task characteristics. It requires attention to the process of doing the actual work. It is the variety and nature of the duties involved in a certain employment<sup>26</sup>. The characteristics of a task is influenced by numerous elements. Employee displeasure with typical, narrow, repetitive, and meaningless jobs is one of the most

frequent causes. One more is a human connection that causes a loss of pride and job instability. Recent years have seen a move toward routine and potentially dangerous alterations to job content. Job characteristics refers to the specification of the work methods, relationships and contents so as to satisfy organizational as well as technological requirements and the job holders' personal and social requirements<sup>27</sup>. Job characteristics is the functions of task arrangement, responsibilities and duties in to an institutional work unit. Job characteristics starts with task requirements analysis, that is what must be done, and after that it must take into consideration the following characteristics of motivation; responsibility, autonomy, self-control and finally discretion.

Tasks is the work essential and fundamental bases which ignore the actuality that jobs are planned with extremely structured relational system which influences not only interpersonal relations of employees but their associations too. Leaders of businesses at all times motivate individuals that they must follow a job characteristics which is collaborative in which they ensure that workers must be accountable for their performance of work. Occasionally, the impending bond of goals and work setting could assist to improve the performance level as well as the work design can enhance not simply the satisfaction but as well the performance worth too<sup>27</sup>. Characteristics of work and the concepts related to it has entrenched back to 1900. This is when many scientific management pioneers had discovered new ways regarding the ideology of business. A scholar systematically examined the work with many techniques and methods but all of these deem characteristics of work is the most significant in the scientific management<sup>27</sup>.

The first theory which was presented linked to job characteristics of an individual and this is theory of two factor which essentially explains the two types of the motivational factors. One this factor is linked to intrinsic motivation (for instance achievement, self-recognition

and authority) and the other is a hygiene factor and it describes to individual work extrinsic motivation (For instance working environment, salary and additional extreme benefits)<sup>28</sup>. The operational merit originates from a system of human resource management that as well produces financial achievement within institutions with the aid of job characteristics in addition to its impending objectives a head. This is dependent on the work nature; some work exhibit dominant flexibility in the roles to be performed and some needed performance of role which is found extremely persistent on the other role<sup>28</sup>.

Professionals of human resources have revealed that there is a strong job characteristics relationship on the motivation and productivity and employees' job satisfaction within an institution. Job characteristics is a major component of employee service delivery. Appropriate characteristics of roles as well as jobs is extremely vital in uplifting the employees' performance, which is tackled via the model of job characteristics, which describes more particularly on the job characteristics of an individual; it as well identifies five major dimensions that include variety of skill, identity of task, and significance of task, feedback and autonomy. Job characteristics has several techniques, these are job enlargement, job rotation, job simplification and job enrichment<sup>28</sup>. Job rotation is a system that permits workers to rotate from one job to another in a prearranged manner. Job rotation is said to be a role of learning within organizations as workers get an opportunity to achieve a variety of job as well as varying roles. Rotation of job is as well recognized as a practical aggrandizes and approach job associated tasks. This explains why rotation of job is planned within the phase of job training since it confirms useful whilst moving workers from one job to another so as to discover more as well as enhance their knowledge by conducting a range of tasks.

Consequently employees efficiency rise and it impacts positively to the employees' performance. Job enlargement refers to the transformation of the jobs to comprise additional and/or dissimilar responsibilities<sup>29</sup>. Enlargement of job refers to the different jobs combination and addition of associated responsibilities to work. Enlargement of job is stimulated by several motivational job design models chiefly built on psychology. These work design models confer about attitudes related to job such as autonomy, significance of task and variety. Enlargement of job widens scope of job and the worker carries out numerous different responsibilities in her/his work. Job enrichment refers to the work development practices which motivate as well as challenge workers to execute their responsibilities better. Herzberg and his intention of companions were to raise satisfaction of employee sat place of work with respect to job allocated to them and as well to encourage workers concerning their allocated task<sup>29</sup>.

The essential motive of this thought was to encourage workers through provision of those opportunities of using their capabilities in order that employees' performance as well as productivity goes up and impacts positively the environment of an organization and evening the manner for attaining the goals of organization. Enrichment of job increases depth of job, the level to which workers can plan as well as manage the task involved in their occupations<sup>27</sup>. Job simplification is the narrow and standardization, clear tasks activities specification for employees. The approach of scientific management highlighted effectiveness but as well dehumanized work. This approach underrates the capacity of human for originality and thought, leading in boring, lack of involvement and monotonous work. It was disputed that by making jobs simple there will be better effectiveness via increases in the dexterity of the employees, fewer errors, better chance for 'labour saving' inventions to be developed and lost time saving in switching from one job to another.

Demonstrating this disagreement the researcher explained the prospective for radically increasing productivity via sub-dividing pin-making into eighteen dissimilar tasks<sup>28</sup>.

Job enlargement impact on service delivery found out that enlargement of job increases the work volume of workers thus decreasing the time of socialization eventually resulting to reduced satisfaction of job as well as commitment of employee<sup>28</sup>. The study also found out that enlargement of job is rooted on the reality that including extra responsibilities could lead to raised uncertainty of role and therefore bring about conflict of role. The recommendation was that there must be careful implementation of job enlargement interventions for it to be successful otherwise the resultant effects can be catastrophic. The study left a gap in that it is not clear the sector and the type of employees targeted in the study<sup>28</sup>.

Enrichment of job is efficient in organizations that are less complex that is in small organizations<sup>28</sup>. It's notable to point out that in the research; organizations' complexity means size, and not essentially structure. The results of the study therefore are of importance as they provoke desire as well as curiosity of knowing whether redesigns of job, which basically might entail disturbing existing structures, have an impact on performance levels employees. The study of job enrichment control on performance found out that, there is a positive relationship between job satisfaction of employee and controlling place of work characteristics. The study's clarification aids researchers appreciate that if involvements planned to fluctuate jobs' the characteristics could be carried out, then it anticipated that the resulting association would be enhanced satisfaction of librarians and therefore enhanced performance<sup>28</sup>.

A study on job redesign on performance of employees found out that, redesigns of job raised librarians' place of work performance and reduced general expenditure of running

organizations' business<sup>29</sup>. The findings of these researches are chiefly of importance since in a more and more competitive environment, it's significant to have guarantees that every intervention will create economic logic. This research therefore aids appreciate that redesigns of job are not merely interventions that assist improve performance of employees but can certainly as well result to largely reductions of cost thus enhancing a outcome of an organization<sup>29</sup>.

In a study on the association between empowerment, job enrichment, and loyalty of workers<sup>30</sup>. The study's results were that there is a positive relationship between enrichment of job, empowerment, and loyalty of employee in downsizing surroundings. The research was chiefly of interest since downsizing in itself is an intuitional structure change. Reporting such a positive association deduces that redesigns of job aren't merely efficient in still surroundings but can have positive effects on satisfaction of employees even in period when firms to instituting strict actions for instance downsizing. In a study on the relationship between job enrichment and workplace hazard found out that, there is a fundamental association between various variables of job enrichment and hazards of workplace<sup>30</sup>.

The findings from the study reveals that it is important to make sure that interventions of job redesigns for instance enrichment of job are executed with care since they might result to elevated hazards of workplace which might otherwise result to injuries of workplace therefore resulting to reduced performances of librarians<sup>31</sup>. In a study on job enrichment and related work injuries found out that, that there is an association between enrichment of job and injuries related to work place<sup>32</sup>.

The research puts stress on the significance of understanding that there is want to implement cautiously enrichment of job as a redesign of job as it might have counterproductive impacts

of negatively affecting workers by inducement of injuries therefore resulting to reduced efficiency. This research is vital as it points out the causal function of enrichment of job in accordance with enhanced worker job performance. In a study on job simplification and division impact on performance of employee found out that, simplifying jobs would lead to better competence by increasing librarians' dexterity, less errors, superior opportunity for 'labour saving' inventions to be developed as well as saving of lost time in switching from one chore to another<sup>33</sup>. Demonstrating this dispute, the researcher explains the likely for considerably increasing productivity by sub-dividing pin-making into eighteen dissimilar works<sup>32</sup>.

In a study of work characteristics and simplifications on employee's performance found out that, control of characteristics of workplace can in fact change qualitatively conclusions regarding satisfaction of job. The research as well found out those job simplifications saves time and energy and thus it translates to employees improved performance. This research is as well of immense significance to researchers since it could aid in building a model which can help in isolation of job characteristics aspects which may affect qualitative conclusions of employees regarding satisfaction of job therefore improving performance of employee<sup>33</sup>.

Skill variety refers to the variety of different skills and talents that an employee uses while completing a job. The more variety in skill, the more likely the employee will be motivated and satisfied, according to Hackman and Oldham<sup>34</sup>. Examples of skill variety might include assigning sales clerks who normally only serve customers to additional duties such as stocking inventory or changing storefront displays. It is necessary to distinguish between a job's inherent requirement to use a variety of skills (skill variety) and engaging in a variety of tasks or activities, which they term task variety. Task variety is a characteristic of 'enlarged' jobs and serves to lessen the librarians' engagement in repetitive actions. This in

turn, potentially affords the incumbents greater motivation and satisfaction, and reduces exposure to mechanical strain but at the cost of increasing the likelihood of work overload<sup>34</sup>.

Skill variety has been found to be associated with positive psychological benefits in terms of increased librarians motivation, engagement and job satisfaction, but has not shown a strong relationship to behavioural outcomes. A lack of skill variety has, however, been linked with a number of well-being outcomes, including burnout and depression. Task identity is the extent to which the employee recognizes identifiable outcomes of the job and also has the opportunity to complete aspects of a job from start to finish. Examples of this might include the ability to begin a project from the start and to complete it. It is also the degree to which a job involves completing a 'whole', identifiable piece of work, such as producing an identifiable product or meeting all the needs of patrons in the library<sup>34</sup>.

Clearly, this is one characteristic that is adversely affected by some types of specialization and the division of labor. Combining tasks to form a 'natural unit of work' to be performed by a worker is a motivational work redesign strategy that is advocated within both the job enrichment/job characteristics and sociotechnical systems perspectives on work design, even though, in isolation, empirical research indicates that it is only modestly related to attitudinal, behavioural and well-being work design outcomes<sup>34</sup>. As we discuss later, this may be because task identity require the presence of other work design characteristics in order to activate key psychological processes and states.

Task significance refers to the impact of the job on the employee as well as other members of the organization. For example, this might include employees who sell medical equipment who have a high level of specialization associated with their jobs. The reason why such a position would have high task significance might be the seminars and additional training required of the employee in order to do the job effectively. Researchers may have

underestimated the importance of this characteristic, particularly as it impacts upon service delivery. In a series of 3 field experiments, Grant demonstrated that experimental manipulations designed to increase task significance (other task characteristics remaining constant) resulted in markedly improved service delivery for fundraisers and lifeguards<sup>35</sup>.

Perhaps the most recognised and studied of all task-level job design characteristics, autonomy is a multifaceted property of a job, denoting the amount of discretion or control a person is afforded. Autonomy refers to the amount of control an employee has over how to complete the work and when the work is completed, such as control over scheduling. Jobs that have a high level of autonomy offer the employee freedom, independence, and discretion in scheduling the work and determining the procedures required in order to complete the task. In a truly autonomous job, the employee has the ability to make his or her own decision, rather than relying on the detailed instruction from supervisors or procedural manuals. Individual autonomy is generally regarded as one of the most potent job design characteristics when it comes to promoting individual effectiveness within a job<sup>35</sup>.

Meta-analytic studies have shown autonomy to be positively related to most of the effectiveness indicators, and this task attribute (and its interaction with job demands and support) plays a central role in theories of job stress and burnout/engagement and in theories of motivated behaviour. Three distinct facets of autonomy have been identified in the literature<sup>35</sup>. They are job scheduling autonomy, job methods autonomy and decision-making autonomy. Each refers to a different location of autonomy within service delivery, implying different points of potential intervention, though these aspects are rarely separated in empirical research. While increasing individual autonomy is generally held to be a good thing, it has sometimes been argued that the relationship between autonomy and certain

outcomes is non-linear or that it may depend on the context within which that autonomy is exercised<sup>35</sup>.

For example, it was reported that a U-shaped relationship between librarian perceptions of personal control (of which autonomy is a component) at work and librarians voice behavior (expression of work-related opinions, concerns and ideas). A scholar found that the relationship between autonomy and emotional exhaustion followed an inverted U-shape, though they suggest that this may reflect the influence of “hidden” moderators such as need for autonomy, and it has been demonstrated that the relationship between autonomy and well-being is generally positive and linear<sup>36</sup>. There is also very little empirical support for the view, derived from activation theory, that the relationship between autonomy and service delivery follows an inverted U-shape<sup>36</sup>.

Feedback refers to the degree to which employees can tell how well they are doing on the basis of direct sensory information from the job itself. Feedback is important so the employee can obtain knowledge of the impact of his or her actions on results to determine personal effectiveness. An example of feedback might include airline pilots, who can tell how well they are able to land an aircraft, or road crews, who see how well they have prepared the roadbed and completed repairs. Feedback from the job has been defined as “the extent to which a job imparts information about an individual’s performance”<sup>37</sup>. From a job design perspective, this refers to feedback that is obtained directly by a worker from the performance of the job, rather than feedback interventions that arise as a consequence of performance appraisal mechanisms or goal-setting interventions<sup>38</sup>.

Job related feedback has been found to correlate strongly with reduced stress and anxiety, lower role conflict and ambiguity, and more positive work attitudes; however, it appears to be less strongly related to behavioural outcomes such as absenteeism, turnover and

performance. Job characteristics are established on the fact that some specific attributes must exist in the workplace for the purpose of organisational advancement; these are high level of satisfaction, increased level of performance as well as reduced employee turnover. However, every characteristic an employee possesses, is for a specific job outcome which could bring out his level of performance and productivity<sup>37</sup>.

Thus, attributes of job characteristics activities are also known to affect employees' behaviour. In a study of private workers in Nigeria, observed that job characteristics increase employees' performance and their responsibility to the organisation. Demand for organisational best practices is a phenomenon that must not be left out in organisation<sup>39</sup>. The need for organisations to determine their job characteristics are to ascertain their significance and how such character could engender positive organisational outcome. The effect of job characteristics on organisations and employees' work outcomes are usually influenced by some critical psychological states such as meaningfulness of work, the job outcomes, and knowledge of the task results<sup>38</sup>.

The meaningfulness of work is the most important among the psychological states. Librarians need to understand the task given by their organisations and also have the knowledge, experience and anticipated outcome of their job. Importantly, every employee must understand their job descriptions and areas of specialisation to have presumed knowledge of the job<sup>39</sup>. However, the five indicators of job characteristics, according to the literature, will lead to these same three critical psychological states of job characteristics such as experienced meaningfulness of the work, experienced responsibility for the outcomes of the work and knowledge of the actual results of work activities. Skill variety, task identity, task significance, autonomy and feedback improve the three psychological

states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of librarians<sup>40</sup>.

These critical states identify skill variety, task identity and task significance as experienced meaningfulness of the work. Autonomy is denoted as having experienced responsibilities for the outcome of the work, while feedback indicates knowledge of the actual results of the work activities. The outcome and the knowledge results of a particular task are also affected by the feedback librarians receive from doing the assigned task<sup>40</sup>. These critical states would also serve as motivating factors of employees to determine their job characteristics which could also be directly related to the meaningful experience their work provides in tandem with the outcome of their efforts. This would certainly improve the psychological states of employees to actualise their various specific job characteristics. The meaningfulness, responsibility and knowledge of the actual results of the job will lead to employees actualizing organisational goals and objectives<sup>40</sup>.

The five indicators as well as the three critical psychological states of job characteristics will also influence employees' personal and work outcomes in their respective tasks, which include high internal work motivation, high quality work performance, high satisfaction with work and low absenteeism and turnover<sup>40</sup>. In a study of job characteristics, carried out in Nigeria, it was shown that personal and work outcome will increase employees' productivity, and employees' sense of attachment to the organisation. Job characteristics affect work experiences of employees which include the subcategories and the scope of the job. Knowing that core job characteristics makes employees improve on their abilities and sustain their job<sup>40</sup>.

Job characteristics is one of the important constructs of positive organisational psychology. It identifies employees' core job descriptions and specifications in a given task. It also

shows significant impacts on employees and their level of commitment towards the organisation. Job characteristics was established and developed to assume a positive correlation or influence between job characteristics and organisational work-related outcomes such as job burnout, employees' turnover intention and intention to quite<sup>41</sup>. Job characteristics is associated with two types of research output. First, the study suggests that job characteristics are closely related to organisational commitment and employee satisfaction. Second, job characteristics are closely related to job burnout. When employees are negatively positioned to determine their job characteristics, it shows a positive relationship with job burnout and other job-related outcomes<sup>41</sup>.

The various possible causes of job burnout have been investigated and three categories of work characteristics was identified which include job characteristics, workload and role characteristics<sup>42</sup>. Recently, organisations give employees tasks that are beyond their job descriptions due to the fact that the state of our nation's economy has given room for non-identification of division of labour and job specializations. The component of job burnout depends on the context of the study of job characteristics such as various task interruptions, organisational change, emotional dissonance, and workload and work home interference<sup>42</sup>.

Skill variety, task identity and task significance are important occupational characteristics that can lead to self-esteem. When tasks are insignificant to employees, it could as well lead to unwarranted behaviour such as emotional exhaustion and other negative feelings. On the other hand, skill variety, task identity and task significance are evidently related to reduce individual achievement and are unrelated to other two activities of job burnout<sup>42</sup>. Thus, these three components of job characteristics will reduce perceptions of job burnout among employees in organisations. In a study among health workers in Nigeria, job autonomy and

task identity was examined and the experience of burnout reported that job burnout has no effect on task identity and job autonomy<sup>43</sup>.

Organisations should have confidence in their employees to explore ideas of innovations and growth in their various organisations. Situations where employees do not have autonomy of their job and are unable to identify their job characteristics, could lead them to have job burnout, thus impacting negatively on the organisation's level of performance and productivity. Job autonomy, which is one of the components of job characteristics, is related to enhanced teamwork and personal growth, good attitude and higher responsibilities<sup>43</sup>. Job autonomy reduces employees' workload, task interruption and relieves emotional exhaustion and mood disorder of employees in the organization. Lack of job autonomy affects employees' and puts pressure on them. Organisations should thus allocate tasks according to employees' job descriptions for job independency and easy task accomplishment. In addition, the absence of job autonomy reduces employees' personal accomplishment and causes depersonalized behaviour which is harmful to employees and their organisations<sup>43</sup>.

This indicates that job characteristics activities, importantly job autonomy, positively influence job burnout. The role of feedback on librarians' work outcomes encourages the meaningfulness of the job. When librarians receive encouragement and the needed information from colleagues and supervisors, their willingness to value and improve on their work would be high. A study on job characteristics and job burnout, librarians' feedback which significantly influences emotional exhaustion, depersonalization and inefficacy<sup>44</sup>. However, "Positive feedback increases workers sense of task competence and accomplishment, increases job satisfaction and decreases stress and burnout"<sup>44</sup>.

Accordingly, to improve positive behaviour in the organisation, librarians should be allowed to give feedback on their routines. Furthermore, to successfully achieve high level of performance for the organisation, employees should explicitly identify and understand the importance of job characteristics. Expatiating on the three dimensions of job burnout as well as the job characteristics of employees, job characteristics reduced the contingency of emotional exhaustion, avoiding cynical attitudes and inefficacy<sup>44</sup>. Also, job characteristics minimize the cynical attitudes of employees and give them a sense of responsibility to perform better for the organisation. Furthermore, a study indicated that employees' lack of resources, feedback, and autonomy is as a result of cynicism and professional inefficacy<sup>44</sup>.

The three activities of job burnout are closely associated with job characteristics. Literature also established the fact that job characteristics can lead to different job burnout outcomes such as work overload and time pressure, were found to be strongly associated to one of the indicators of job burnout (exhaustion). This evidently shows that lack of performance by employees influence perceived job characteristics than either of the job burnout components. However, to minimize the effect of job burnout, organisations should focus on the dimensions of job characteristics, work overload, leadership style<sup>45</sup>. Job characteristics affect employees' motivations, job satisfaction, professional happiness and employees' attendance. In an investigation between job characteristics and job burnout<sup>46</sup>.

The findings show that the correlation between the activities of job characteristics and job burnout is high. Organisations should take cognisance of their employees, as job burnout becomes a viral disease that reduces employees' performance and portrays them as inefficient and ineffective in various tasks<sup>46</sup>. Job characteristics may also lead to low level of job performance and reduced citizenship behaviour, absenteeism, reduced job satisfaction, loss of productivity and efficiency, and low morale. There is an important correlation

between job characteristics, job burnout and turnover intention where it was noted that job characteristics predict loss of resources and absenteeism of workers in organisations<sup>46</sup>.

Provision of adequate resources for employees reduces burnout. Job burnout stands as a great negative implication to staff and the organisation as the situation may decrease organisation's sustainability. In the last four decades, some studies have found job characteristics to significantly influence job-related stress and job burnout<sup>46</sup>. Job burnout seems to be related to numerous psychological and physical symptoms, such as depression, and feelings of helplessness, anxiety, insomnia and domestic problem. The job burnout literature also explains that job characteristics in the workplace influence employees' health due to depression, stress, burnout and job dissatisfaction. Employees' well-being are known with health related issues such as bodily disorders, type two diabetes, cardiovascular disease and some symptoms such as headaches and chest pains<sup>46</sup>.

These have resulted into low level of organisational commitment, lack of proper remuneration reduced performance. If job characteristics could be examined within the organisation environment, it would lead to high level of job burnout and job dissatisfaction, then the welfare of employees are in jeopardy. Due to these same factors, scholars have developed strategies to enhance job characteristics which include provision of adequate resources and employees motivation<sup>47</sup>.

Previous research indicated that the five dimensions of job characteristics and role stressors are negatively related to job-related mental health such as lack of work satisfaction and burnout. However, the result revealed that job characteristics reduce stress and other health-related issues. On the other hand, an examination was made where a close association of job characteristics and psychological well-being-related issues. It was revealed that the absence of job resources such as job autonomy in the workplace, leadership support, and co-worker

support keeps organisation from achieving their objectives and may lead to frustration and failure of employees<sup>47</sup>.

### **2.1.3 Institutional Support**

Institutional support is assistance provided to the library and its personnel by their parent body or management outside of their core terms of the agreement to improve their well-being, which can influence their commitment to the organization and have positive effects on the development of the library and its collection to meet the information demands of their patrons<sup>48</sup>. The institutional support of a library from the parent body has moved the duty of maintaining a collection of books or other written or printed materials to the parent institution as well as the faculty in which they are kept. Academic libraries rely heavily on institutional support in the form of infrastructure, staff training, timely promotion, favourable institutional policy, and the like to deliver the best services to their library patrons and the larger community. Among other things, funding is regarded as the most critical aspect of collection development, because without funding, most library collections would be relatively small, consisting of items no longer desired by individuals and likely of little value to library users<sup>48</sup>.

The majority of funds in public university libraries come from the government through the annual institutional budget to improve the quality of services provided to the university's community. In contrast, the proprietors of private universities take responsibility for finance and make final decisions regardless of whether a budget is planned or not. Furthermore, trends in university education financing in Nigeria indicated no progressive growth in money poured into university libraries, despite rising maintenance costs, increased student intake, inflation trends, and administrative costs. Therefore, it is critical to recognize that at

Nigerian institutions, insufficient financing in comparison to other increasing indices has a detrimental influence on educational quality<sup>48</sup>.

Furthermore, perceived institutional support in university libraries is heavily influenced by the quality of the relationship between the institution and the library, as evidenced by institutional concern for achievable collection development practices, library staff well-being, effective staff development policies, supervisor support, and fair treatment. However, in a nation like Nigeria, institutional support that may lead to library personnel's dedication to collection growth and other library routines appears to be a misplaced priority as many librarians in Nigeria are not financially satisfied<sup>48</sup>. Librarians, such as law librarians, rarely devote adequate time to pursuing library goals toward collection development practices tasks in their institutions due to one or more forms of dissatisfaction, such as non-budgeting attitudes except when accreditation is imminent, non-sponsoring of librarian training and workshops, non-provision of study leaves, and so on<sup>48</sup>.

Institutional support refers to effective organizational encouragement in the form of policies, regulations, monetary and scan our library materials, especially valuable local contents in printed format such as theses, dissertations, inaugural lectures and court cases, for easier, faster and wider accessibility by many users' non-monetary help that propel employees to perform their responsibilities in a very effective and productive manner<sup>49</sup>. The concept concerns the extent to which the government, its agencies, and non-governmental agencies support firms and learning institutions and mitigate the negative effects of inadequate institutional infrastructure. Institutional support is a general reflection of financial and technical support from the institution and its agency, which provides the personnel and institutions' units with critical resources that may be used for improvement<sup>49</sup>.

Institutional support denotes to the degree to which a person feels supported by their employers and value their contribution and cares about their well-being. It includes resources, opportunities, privileges, and services that institutions transmit to libraries, which in turn contribute to efficient service delivery for users social and academic development. It also has to do with an overall reflection of financial, technical and facilitative policy support from the institution and its agency, which provides the libraries with critical resources that, may be used for codification, preservation, and other library activities<sup>49</sup>.

The level at which the institution values its employees' contribution and that of their units to the success of the organization and the care attached to the employees and the units they work under. Discussing the current state of funding in academic libraries in Nigeria, the need for adequate funding by parent institutions and relevant agencies to support the effective delivery of library services to patrons and the attainment of their parent institutions' vision and mission. Funding was a focal point in a study<sup>50</sup>. They found that libraries that received consistent financial backing from their institutions were better equipped. This implies that digitization and other library activities could be feasible only when there is proper funding, thus, to large extent facilitate meeting the divers information needs of their users. Buttressing the relevance of key components of institutional support with the availability of modern infrastructure and technical experts, library digitization projects would be feasible<sup>50</sup>.

Consequently, the availability of institutional technical support for academic libraries is another area in which such support is highly needed. Technical support from the government, particularly at the institutional level, which provides libraries with critical resources needed for innovative services, digitization practice inclusive is very essential. In addition, ICT professionals who could help with instructional design and technical elements

of digitization professional development, including training and expertise required for digitization, creating and maintaining metadata is the type of technical support that is most needed and beneficial for libraries<sup>50</sup>.

The resources in libraries in southwest, Nigeria are witnessing low patronage of print information resources due to preference for digital information resources and growing demand for immediate and remote access to information resources by users. As a result, public academic libraries in southwest, Nigeria are confronted with new challenges of declining patronage, hence diminishing effective library services. These challenges required the assistance of the institutions where these universities live because the academic library's central purpose is to serve as an auxiliary to its parent institution in the fulfillment of its vision and mission. Therefore, libraries require institutional support to function successfully and fulfill their enormous responsibilities<sup>50</sup>. Tertiary institution structures provide students with the necessary knowledge and resources for achieving academic success<sup>51</sup>. Institutional support in this study refers to the resources, opportunities, privileges, and services which institutions transmit to students from registry staff in the aspect of records management<sup>51</sup>.

Institutional Support provides the student with a network of resources, knowledge, and corresponding emotional support to navigate effectively and successfully within the institution. Institutional Support reflects the cultural landscape of a student's life. Culture-specific attributes such as interests, attitudes, and skills are influenced by the learning environment. Choices are constrained and limited to what is available in an individual's cultural landscape<sup>51</sup>. Institutional Support plays an influential role in impacting institutional climate and staff engagement. For example, there is a protective effect resulting from the perception of positive institutional support on students' development<sup>51</sup>.

The research on the educational achievement of Latino/Mexican Americans which focused on school climate found that school support through proper records management impacted engagement and success for students. School support in the form of an encouraging school access to their records by registry staff has been linked to academic engagement and school attachment for Latino and African-American males reducing their likelihood to drop out. Additionally, a sense of school belonging evidenced by students feeling encouragement to participate in their school community and encouraged to have educational aspirations positively predicted academic self-efficacy. Therefore, the institutional support provides students with the encouragement to assist in overcoming challenges and barriers which impact self-appraisals and psycho-social well-being<sup>51</sup>.

Given the negative consequences of losing experienced law librarians, it is important for institutions to be seeking ways to improve their record management ability and support to increase the numbers of those who intend to stay in their positions long-term. This study thus focuses on identifying how career development and support could influence law librarians' intentions of staying at an institution, or within the profession. It outlines the approaches that influenced participants' intention to remain at a university, or in the wider profession. This study subsequently draws upon data exploring academics' perspectives on the way their institution has supported and developed their career, with an emphasis on their resulting job satisfaction and intention to stay at (or leave) their current institution, or the profession itself<sup>51</sup>.

The paper holds implications for law librarians in its exploration of the variety of forms of career support and development that were identified by participants. For law librarians and department leaders, the paper highlights methods of fostering and supporting their careers by showing what participants felt would increase the likelihood of remaining in their current

position, or the academy at all, at a time when researchers are predicting an oncoming academic exodus. Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings<sup>51</sup>.

Training and development encompasses three main activities - training, education, and development. The following are the types of technical support provided in organizations - On-the-job methods and off-the-job training methods. On-the-job training methods; this type of support, also known as job instruction training, is the most commonly used method. Under this method, the individual is placed on a regular job and taught the skills necessary to perform that job. The trainee learns under the supervision and guidance of a qualified instructor. On-the-job training has the advantage of giving firsthand knowledge and experience under the actual working conditions. On-the job training methods include job rotation, coaching, job instruction or training through step-by-step and committee assignments<sup>51</sup>.

Off-the-Job training Methods; under this method of training, trainee is separated from the job situation and his attention is focused upon learning the material related to his future job performance. Off-the-job training methods include Vestibule training, Role Playing, Lecture Method, Conference or Discussion etc. Effective employee training leads to an increase in quality goods and services as a result of potentially fewer mistakes. Consequently, accuracy, effectiveness, good work, safety practices and good customer service can be expected. An intelligent and well-trained workforce is central to both productivity and the success of an organization. However, training will lead to increase the capacity of the employee and also provide freedom of work which will build the confidence among the employees. Participation By letting employees participating in organizations policies or decision

making can lead the employee to enhance the performance. They will be able to make more smart decisions. Delegation if managers delegate authority to the employees to perform the task, what they want can also lead to enhance performance. Employees will do those activities which they can perform more easily<sup>51</sup>.

Training and Development are some of the critical components that facilitate the successful growth of an institution. It prepares staff for the present and future development of the institution and also enhances staff to execute their routine operations without many difficulties and frustrations. The acquisition of training in records management in an academic institution can be measured to understand the effect that the training has on staff output. Adequate training also serves as a catalyst that prepares the grounds for staff reward in anticipation of growth in their performance. A study on records management in the Government of Swaziland and revealed that staff appointed to the position of librarians were not fully trained<sup>52</sup>. According to the study, majority of the staff obtained Ordinary level certificates, however, none of them had formal training, at least at the Diploma level<sup>52</sup>.

A study on management of university records for effective administration of universities in North Central Nigeria. The study established that staff involved in management of records in the university libraries in North Central Nigeria did not have any kind of training. Policies and internal regulations that drive librarian activity procedures<sup>52</sup>. A policy defines procedures for all records regardless of the records format, whether paper or electronic. It is also important for human resources to ensure that staff understand how librarian activity procedures affect their work. Employees need to bear in mind that it is their responsibility to develop and adopt librarian activity procedures. International Organization for Standardization is of the view that a policy for librarian activity is also necessary<sup>52</sup>.

It should stipulate the requirements for capturing, registering, classifying, retaining, storing, tracking, accessing and disposing of records. The timely and accurate retrieval of records depends largely on how well they are organized and classified. As a result, records classification systems should reflect the business activities of the organizations. They also pointed out that classification schemes are based on an analysis of functions processes and activities and document the structure of a librarian activity system and the relationship between records and the librarian activity that generate them. Again, they emphasized that it is necessary to use techniques to support decisions about retention and to destroy<sup>53</sup>.

Procedure for librarian activity is done by librarians maintaining index of retrieval system of files and catalogue through the directory of records, request of standard catalogue from supply management, producing file folder labels through directory of database or an appropriate alternative, indicating the classification to which files belong, file incoming documents into the librarian activities system to support the academic process, use papers when needed and eliminate paper duplicate, use appropriate file support supplies and equipment. Organizations need to comply with librarian activity procedures, as prescribed by ISO 15489 of 2001<sup>54</sup>.

Universities and other tertiary institutions therefore, need to be familiar with these provisions and those as revised in 2016 to understand how and under what circumstances the records management procedures should be applied. The procedural requirements in ISO 15489 will assist jurisdictions that are developing their own librarian activity procedural specifications or looking to adopt them from elsewhere, or will inform the update and revision of previously existing procedures, including electronically captured, stored and retrieved records. With the existence of more records and in different formats, the need for librarian activity procedures for all types of data becomes immense. Full support from top

management and commitment to the development and implementation of librarian activity procedures are essential. Consequently, advise that there is a need to streamline librarian activity procedures in tertiary institutions through continuous training of staff to enable them to manage records efficiently and effectively<sup>54</sup>.

Institutional changes is an integral part of economic modernization processes that is conditioned by the need to form and consolidate such rules and norms of behavior and interaction in society, the observance of which leads to stimulating the activity of subjects of economic, scientific, educational and other activities in the development and implementation of advanced technologies, equipment, organizational and other innovations. The institutional capacities of state and regional governments consist in managing the innovative development of the economy through the creation of effective institutions that regulate the innovation processes in the regions. This makes it possible to solve the priority tasks of modernizing the economy, increasing its efficiency and competitiveness, and creating a favorable institutional environment for the development of innovation activities<sup>54</sup>.

For sound librarian activity practices to take place, the head of an institution should appoint a records manager at senior management level to whom the institution can delegate the responsibility of ensuring that sound librarian activity procedures are put into practice<sup>55</sup>. A trained librarian is needed to spearhead the implementation of librarian activity. Librarians should develop catalogue procedures and ensure that they are endorsed by the heads of the institutions and their top management teams; otherwise their full implementation will not be realized<sup>55</sup>. Librarians should be appointed to facilitate the free flow of records through the university, so as to ensure that information is rapidly available where and when it is needed. Librarians should be appointed to help the records users do their jobs better and more easily by enforcing the application of librarian activity procedures<sup>55</sup>.

Given that an organization's records are unique to it, they need to be managed explicitly, just as the organization would manage its other resources (people, money and estate). Librarian activity systems and procedures should facilitate compliance with university policies<sup>55</sup>. Specific business functions and activities within universities may be subject to specific legislation or to professional best practice or relevant ethical guidelines. Again, heads of institutions, schools, other units and business functions within the university have overall responsibility for the management of catalogue generated by their activities thus ensuring that records controlled within their units are managed in a way which meet aims of the University's library management policies. Day-to-day responsibility will be delegated to a librarian, who will report to the Registrar<sup>55</sup>.

The librarian will have a coordinating and enabling role and will advise on policy and best practice. In addition, when assessing the need to create and capture records, suggested that it is essential to consider the requirements of the organizations or particular business units that need records to provide evidence and information for operational use, the requirements of the organizations, particular business units or external stakeholders that need evidence to ensure accountability, the cost of creating, capturing and maintaining the records that organizations require and the risk to them if they do not have these records<sup>57</sup>

.Acquisition of ICT skills will enhance and improve commitment of the librarians through proper records management which would be accessible to students in tertiary institutions such as easy access to students' results, transcripts, certificate and books for study. In a study of librarians' ICT capabilities and performance in public universities in Nigeria's North Central<sup>57</sup>. The data demonstrated that librarians' job effectiveness was significantly influenced by their ICT skills due to the availability of ICT equipment. Professional ICT abilities had a strong substantial influence, but basic ICT skills had no effect. Management

support in terms of giving access to ICT infrastructure and capacity building of librarians on the use of ICT for optimum performance and increased performance, according to the study, determines librarians' desire to use ICT<sup>57</sup>.

## **2.2. Theoretical Framework**

### **2.2.1 Allen & Meyer Model of Employee Commitment**

Researchers developed the three-component model of organizational commitment<sup>58</sup>. The three dimensions of organizational commitment identified are affective, continuance and normative. Affective commitment is referred to as the individual's emotional attachment to and involvement and identification with the organization. Affective commitment takes into account three main aspects; the development of psychological affinity to a firm; association with the organization; and the wish to remain as a member of the organisation. Individuals, by developing emotional affinity toward a firm, tend to associate themselves with the objectives of the firm and support the firm in achieving these objectives<sup>58</sup>.

When the librarians' own values are consistent with the organisation's values, then the librarians can identify with the organisation and this will enable the individuals to assimilate the values and goals of the organisation. Affective commitment has been linked to a wide range of positive outcomes in relation to absenteeism, turnover, organizational behaviour and job performance. Positive results can be achieved through affective commitment which can be observed through reduced absenteeism, reduced turnover, better organizational behaviour and organizational effectiveness<sup>58</sup>.

According to a scholar, affective commitment is identified with desirable workplace behaviours, such as lower absenteeism rate, job satisfaction, increased productivity, personnel stability and organizational citizenship behaviour. Certain variables precede

affective commitment, the variables can be classified into three main categories - work experiences, organizational characteristics; and personal characteristics<sup>59</sup>.

Continuance commitment, the second construct of organizational commitment propounded by Meyer and Allen is built upon Becker's side-bet theory. According to this theory, when an individual works for several years in an organization, he tends to accumulate investments in the form of time, job effort and organization-specific skills which are too costly to lose. Employees tend to evaluate their investments by looking at what they have contributed to the organization and what they would gain by remaining in the organization and what they would lose if they leave the firm. When an employee feels that he or she does not possess the necessary skills to compete for a job in any other field, then the employee tends to develop continuance commitment and becomes more committed to the organization because of the limited opportunities and alternatives<sup>59</sup>.

It has been reported that employees tend to develop continuance commitment when they perceive that the cost of leaving the organization is high. The antecedents of continuance commitment are investments and alternative employment; investment means the loss incurred by the employees in leaving the organization which can either be work or non-work-related. Examples of work-related investments are losing a senior position and rewards associated with the position, and loss of benefits and incentives. Meyer and Allen found in their study that there is a negative correlation between continuance commitment and the opportunity to be employed in another organization. Employees who perceive that they have other alternatives for employment may display a weak continuance commitment<sup>59</sup>.

Normative commitment is the third construct of organizational commitment, there is limited literature that has explored normative commitment. Some researchers attempted to differentiate normative commitment from affective and continuance commitment.

Normative commitment demonstrates an obligation by an employee to continue employment with the organization, individuals with a high level of normative commitment feel that they should continue providing their services to the firm. A scholar found that when there is congruence between an organisation's values and employees' values, the latter tend to display a higher level of organizational commitment. This finding aligns with that of another scholar who found that when employees accept the company's values, they exhibit increased organizational commitment<sup>59</sup>.

Normative commitment exists when the employee feels obligated toward the firm which has invested in them, it is found to be similar to moral commitment; normative commitment is a sense of obligation or duty towards the organization. Normative commitment differs from continuance commitment because it is not dependent on the investments that the employees have put into the organization in form of time and effort<sup>59</sup>. The three dimensions of organizational commitment are not mutually exclusive. An individual can develop any one or a combination of all three dimensions of commitment. These three constructs of organizational commitment differ from each other based on their underlying motives and outcomes and are relevant to this study because they boldly connect perfectly the three measures with how committed law librarians of southwest Nigeria universities should be in order to achieve a positive result among the law librarians<sup>59</sup>.

### **2.2.2 Hackman and Oldman's Theory of Job Characteristics**

Job Characteristics Model (JCM) was used to explain the job characteristics variable in this study<sup>60</sup>. The model was developed to explain problems related to employees' demotivation, job burnout, and turnover intention and job dissatisfaction. The job characteristics model emerged from early motivational and job enrichment research such as Job Diagnostic Survey (JDS) and the Yale Job Inventory (YJI)<sup>60,61</sup>. Job characteristics model was designed

for two major purposes. The first purpose is to diagnose jobs prior to redesign which means that a job could be examined in terms of its core characteristics. The second purpose is expected to provide a method to measure change from pre-work design to post-work design. The activities of job characteristics theory was characterized into five dimensions, namely skill variety, task identity, task significance, autonomy and feedback. They described these five characteristics as indicators of employees' critical psychological states<sup>60</sup>.

Skill variety, task identity, task significance, autonomy and feedback improve the three psychological states of employees, such as experienced meaningfulness, responsibilities and the knowledge of results which influence intrinsic motivation of employees. These three critical psychological states were identified as experienced meaningfulness of the work (with skill variety, task identity and task significance as indicators), experienced responsibility for the outcomes of the work (with autonomy as indicator) and knowledge of the actual results of the work activities (with feedback as indicator). When employees attain critical psychological states, their personal work outcomes will be high<sup>60</sup>.

These outcomes are characterized by high internal work motivation, high quality work performance, and low absenteeism and turnover. Job characteristics model leads to these same employees' personal and work outcomes in their respective tasks. This model is relevant to the variable of job characteristics. It describes the five activities of job characteristics used in this study which are skills variety, task identity, task significance, autonomy and feedback. The job characteristics model addresses the three critical psychological states of employees and their work outcomes in the organisation. It also highlights the importance of work motivation, high quality work performance, and high satisfaction with work and low absenteeism and turnover<sup>60,61</sup>.

### **2.2.3 Institutional Support Theory**

This study is anchored on Institutional Theory<sup>62</sup>. The Institutional theory is seen as a theoretical approach of management studies. Meanwhile, institutional Theory identified internal and external environmental factors as institutional factors (management support, financial support and technical support), according to which of the behaviour of an organization could be disclosed and researched. The Institutional Theory is selected to guide this study because its assumptions are keen to how institutional factors both internal and external can indirectly and directly affect records management practices in tertiary institutions. The justification for this theory was based on its theoretical explanation related to the variables in this research<sup>62</sup>.

The primary assumption of the Institutional Theory is that it emphasizes the fact that organizations and their members are often time affected by their work environment and how job is being carried out in their organizations which could be beyond their control some times<sup>62</sup>. Some factors perform without institutions and that is the economic and coercive factors, while the normative and mimetic depends solely on the reaction of an organization to function. However, it has been criticized by several researchers, the major criticisms of institutional theory have been its assumptions of organizational passivity and its failure to address strategic behaviour and the exercise of influence in its conceptions of institutionalization. The criticism by the researchers focused on institutionalization only on macro-levels despite the fact that it also took place on macro levels<sup>62</sup>.

## **2.3 Review of Empirical Studies**

### **2.3.1 Job Characteristics and Law Librarians Commitment**

Previous studies have demonstrated the link between job characteristics and organizational commitment. Recently, a study found that human factors in the organization such as spirit at work positively predicted organizational commitment<sup>63</sup>. Other studies have shown

significant relationships between job characteristics and organisational commitment. For example, skill variety an aspect of job characteristics is ostensible variety and intricacy of skills and talents required by a job to perform it<sup>64</sup>. Librarians who are proficient on the tasks demanded by the job, will perceive the job meaningfully and would be committed performing the job. Job characteristics was found for supervisory and non-supervisory staff were positively related with organizational commitment. Specifically, skill variety, dealing with others, feedback and autonomy were the significant job characteristics factors in organizational commitment. A scholar also found task identity to be significantly related to organizational commitment<sup>65</sup>.

Job characteristics such as skill variety, task identity, autonomy and feedback was found to motivate employees in their job commitment. A researcher found significant correlations between the components of job characteristics (autonomy, task identity, feedback and job challenge) and organizational commitment<sup>66</sup>. Among hotel workers in Turkey, interaction, feedback, and autonomy had significant impacts on affective commitment. Other studies found that only skill variety and feedback were the aspects of job characteristics that had significant relationships with organizational commitment. Some studies have shown organizational commitment and autonomy to be positively related<sup>67</sup>.

One study reported positive relationships between job characteristics and organizational commitment, such as among university teachers in China, In Nigeria, it was found that only two dimensions of job characteristics (dealing with others and task identity) predicted organizational commitment among private sector workers in Anambra state of Nigeria<sup>67</sup>. Comparing organizational commitment and job characteristics among private and public sector managers, a scholar found a stronger relationship between job characteristics and organizational commitment among private sector managers than their counterparts in the

public sector. Findings have shown that all is not well with the present policing system in Nigeria, and the overall effect of poor working conditions in the Nigerian police is that police personnel in Nigeria seem frustrated and helpless, thereby making the citizens to hold the police profession in low esteem. The hypothesis for the present study is that job characteristics will positively predict organizational commitment<sup>67</sup>.

Much research has been conducted to identify the characteristics that impact employee commitment. A researcher found a link between all aspects of work characteristics (job diversity, job identity, importance, autonomy, and feedback) and organizational commitment<sup>68</sup>. A scholar on the other hand, demonstrated that autonomy, job identification, and feedback had little influence on organizational commitment<sup>69</sup>. When a scholar investigated the link between work qualities and organizational commitment, they discovered that job features had a positive and substantial association with affective commitment but no relationship with ongoing commitment or normative commitment<sup>70</sup>.

However, research indicates that work features have a favorable and substantial link with commitment. A researcher also looked at the relationship between work features and emotional commitment. They found that autonomy, feedback, and interaction had a big effect on emotional commitment. However, job variety and job identity did not. Job features have been found to favorably increase employee satisfaction and commitment<sup>71</sup>. However, a scholar discovered just two factors, dealing with other people and task identity that partially predicted organizational commitment positively<sup>72</sup>. However, the other five dimensions, namely skill variation, task importance, autonomy, and feedback, were not discovered. Skill diversity also improves organizational commitment and employee work satisfaction<sup>72</sup>.

The impact of task importance on organizational commitment, job performance, work-life quality, and job happiness has been established. Task identification is one method for

increasing employee motivation and has been proven to gratify individuals, boost commitment, experience less stress, and promote organizational learning. Other work attributes, such as autonomy, have been shown to improve employee job happiness, dedication, and vitality. The feedback component is critical for employees to improve their job performance continually, and several studies have found that feedback has a favorable influence on organizational commitment<sup>73</sup>.

A scholar checked the relationship of POS with affective commitment (AC) and performance of employees, collected the data from hourly employees (n=422) and managerial level employees (n=109)<sup>74</sup>. In their study they found, that when higher level of support is provided to the employees then in return employees show the greater affective attachment with the organization and their performance. Also another scholar in their research on POS (Perceived Organisational Support) worked as a mediated role in the relationship between favorable work experience and AC (affective commitment). For this study they collected the data from university records through random sampling. Their respondents were 438 alumni. The ages of respondents were 25 years to 60 years<sup>74</sup>.

The university was located in Eastern States. In this research they found, POS played a mediated role between the relationship favorable work experience and AC. POS relates positively with AC (Affective Commitment) by mediated with organizational reward, supervisor reward and procedural justice. In their second study they found the direction of the association between POS and AC. They collected the data for this study from employees who were working for electronic and appliance sales organizations located in Northern United States. For this purpose they collected data from two samples, two years sample (n=333) and three years sample (n=266)<sup>74</sup>. They found that POS and AC are closely related with each other and also proved their study that POS leads to AC. In a study that examined

relationship between employee's voluntary turnover and POS<sup>75</sup>. In this regard they collected the data from two different organizations i.e. (retail sales organization and poultry and feed processing plant). For examining this relationship they used hierarchical logistic regression. They found that POS and turnover intentions have negative relationship between them through AC. These studies suggested that POS and favorable work experience operating in organization, increases AC and decreases turnover intentions<sup>75</sup>.

According to a scholar, teacher's commitment measured with four dimensions including commitment to profession, commitment to teaching, commitment to work-team and commitment to school/institute<sup>76</sup>. World admits quality of education is attached with quality of teachers. Quality teachers provided quality education to students. For an efficient and quality teacher needs improvement in their profession. This improvement can bring through different ways like provision of training at different stages and efficient recruitment. It was suggested that characteristics of teacher as their personality, their techniques, their tools, their strategies and practices brings better results of overall performance of organization<sup>77</sup>. A researcher conducted a study and collected data from 367 managers and librarians<sup>78</sup>. They examined relation between organization commitment and outcome of motivation, performance of job and wish to quite the organisation<sup>78</sup>.

Researcher revealed that organisation commitment was strong forecaster of these areas. A scholar examined the relationship between teacher commitment with institutes, their empowerment, commitment with profession and institutional citizenship behavior<sup>79</sup>. Researcher suggested that status, self-efficacy and professional growth are predictor of professional and organizational commitment. A researcher examined the problem of organizational commitment in NSW police service in institutional context. For this study they used the questionnaire and sent it to the eligible staff to the police service<sup>80</sup>. HRM

(hierarchical multiple regression) is used for analysis. Through HRM analysis it is found that higher level of POS predict significantly higher level of affirmative commitment within NWS (New South Wales) police service<sup>80</sup>.

Lower level of POS predicts lower level of organizational commitment. In their study higher level of POS estimated significantly higher level of NC (normative commitment) and AC (affirmative commitment). Their study also showed that perceived organizational support did not significantly estimate the CC (continuous commitment). Therefore higher level of organizational support will strengthen the librarians' commitment with the organization. Very few literature are found on demographic factors and job satisfaction as correlates of organisational commitment<sup>81</sup>.

In agreement to this assertion, a scholar observed that despite tremendous research effort being devoted to the understanding of the antecedents of organisational commitment, up to date, however, most of the previous research has been primarily conducted in Western developed countries, and less is known about organisational commitment and its correlates in non-western countries<sup>82</sup>. However, they noted that in countries where the culture is greatly different from that of western countries, the correlates of organisational commitment may vary from that of western countries<sup>82</sup>.

A scholar stated that there are several variables that are considered vital to organisational commitment because all these factors impact the way the individual feels about his/her job<sup>83</sup>. It was further maintained that commitment is affected by such factors as demographic characteristics, work experience, leadership-motivation, structural factors and personnel policies. A researcher hypothesized that age, educational level, length of service, marital status, sex and self-esteem will significantly independently and jointly predict organisational commitment<sup>84</sup>. The results they presented showed that some of the

demographic factors did not have significant independent prediction on perceived organisational commitment among librarians in the ministries in Ekiti State<sup>84</sup>. It also revealed that sex and self-esteem had significant independent prediction on perceived organisational commitment among employees.

Altogether, the predictor variables of age, educational level, length of service, marital status, sex and self-esteem accounted for about 40% of the total variance in perceived organisational commitment among the staff of the selected ministries. Thus, they partially rejected the hypothesis which stated that age, educational level, length of service, marital status, sex and self-esteem would significantly independently and jointly predict organisational commitment. Similarly, in a recent study investigated the association between job satisfaction and organisational commitment in the area of health in Nigeria<sup>85</sup>. The objectives of this study was to determine whether a series of independent variables had a relationship with organisational commitment and also to establish the significant relationship between supervisory roles, job related stress and organisation commitment<sup>85</sup>.

The study found independent variables jointly and independently predicting organisational commitment. In examining the demographical profiles and psychological factors like age, sex, educational status, experience, job stress, emotional intelligence, motivation and job satisfaction as correlates of career and organisational commitment among prison officers in South-West Nigeria, it was concluded that there is no significant combined contribution of the independent variables (age, sex, qualification, experience, job stress, emotional intelligence, job satisfaction and motivation) to the prediction of career commitment<sup>86</sup>.

One of the foremost studies on the organisational commitment of librarians in Nigeria is the study carried out by a scholar<sup>87</sup>. Among the objectives, was to investigate if demographic factors and self-efficacy did not significantly influence commitment among librarians in

federal university libraries in Nigeria. The results revealed that age, years of library work experience, librarian's status, and self-efficacy were found to significantly influence organisational commitment of librarians. Their study further concluded that librarians in thirteen federal university libraries in Nigeria experienced low commitment<sup>87</sup>.

To determine the joint and independent prediction of job satisfaction, age, sex and job status on job involvement, a scholar employed multiple regression analysis<sup>88</sup>. The result revealed a significant joint prediction of age, sex, staff status, job satisfaction and pay, promotion, supervision, fringe benefits, contingent rewards (performance based rewards), operating procedure (required rules and procedure), co-workers, nature of work and communication on job involvement. Therefore, the main hypothesis which stated "that jointly and independently job satisfaction, age, sex, and staff status will predict job involvement" was supported by the result. In another instance, a scholar investigated the joint contributions of (job satisfaction, job performance and leadership motivation) to organisational commitment of workers at the Federal College of Education, Oyo, and Nigeria<sup>89</sup>.

These variables were found to jointly predict the commitment of the workers. Scholars concluded from their study that there is a joint contribution of job satisfaction, organisational citizenship behaviour, physical environment, job performance and selected demographic factors in organisational commitment<sup>90</sup>. The study found collectively strong significant impact of all variables used in research study on organisational commitment. A researcher found positive relationship between organisational commitment and age, education, experience, and marital status<sup>91</sup>. But among these variables, age, sex, and level of education were found to impact more on organisational commitment. Using multiple regression and t-test, the result of the study was revealed that both job security and job

satisfaction jointly had a significant effect on organisational commitment of university teachers<sup>91</sup>.

There was also a significant correlation between the joint predictor variables and organisational commitment. Job satisfaction was revealed to be a more potent predictor of organisational commitment than other independent variables. A scholar also investigated the joint relationships between demographic factors such as age, marital status, sex, job tenure, educational level, emotional intelligence, work-role salience, achievement motivation and job satisfaction to organisational commitment of industrial workers and found that job satisfaction and all demographic factors except sex significantly predicted organisational commitment of the workers<sup>92</sup>. The inferential statistical tool of multiple regression analysis was used to find out the combined relative contributions of job security and job satisfaction of guest lecturers.

The study revealed that job security and job satisfaction do not significantly predict organisational commitment of guest lecturers in Nigeria. A scholar hypothesised that a combination of work locus of control and job satisfaction would not have significant joint influences on organisational commitment of medical records personnel in university teaching hospitals in Nigeria<sup>93</sup>. In order to test this hypothesis, data on work locus of control, job satisfaction and organisational commitment were subjected to a multiple regression analysis with organisational commitment as dependable variable. The hypothesis was rejected, and the study reached the conclusion that the independent variables and job satisfaction jointly had a significant influence on the organisational commitment of medical records employees in University Teaching Hospitals in Nigeria<sup>93</sup>.

### **2.3.2 Institutional Support and Law Librarians Commitment**

A researcher in a cross sectional study on teachers found mental health, satisfaction at job and stress at occupations are connected<sup>94</sup>. Result of the study showed that teachers in UK that experienced low level of job gratification had poor mental health. The first aim of the study is to find the perception of teachers about JS and second one is that to find out those elements which have mark the satisfaction level of female teachers. Job satisfaction is the positive emotional state that results from someone appreciating their own work experience. It can also be seen as the way in which people approach their work, the organization, social, and physical environment of the workplace, as well as the merit-based awards. Job satisfaction has a variety of effects, including identifying organizational health, contributing to societal well-being, and serving as a behavioral indicator for organizations<sup>94</sup>.

Attracting and keeping people inside an organization depends heavily on job satisfaction. Among current employees, a scholar identified satisfaction as a critical factor influencing organizational commitment<sup>95</sup>. The outcomes of this research reflect that employees give importance to their traits in culture which are the predictors of JS such as fairness, eagerness for the job, good reputation and personal growth opportunities as the predictors of good JS. It showed that eight to six occupations experienced more stress and low level of satisfaction at job. There are number of sources that lead to high level of stress among teachers such as lack of communication with their student and handling misbehavior of students.<sup>96</sup>

A scholar conducted a research to find out whether there is an important association among job satisfaction, job satisfaction (POS) Job Involvement Organizational Commitment Perceived, and among teachers<sup>97</sup>. The result of the research confirmed that significant relationship between job satisfactions, Job Involvement and Organizational Commitment were exist among teachers. Research was directed to find out the organisational support, job commitment of teachers of government Universities<sup>98</sup>. The result revealed that young

teachers experienced high level of stress than older teachers because they received low level of support from others and even government. Present study shows that salary package, work itself and supervision were factors which effect JS and JC of faculty members. Another study conducted compared organizational support and level of organizational commitment in managers, employees and the delegation members in Islamic Azad University of Kogiluyeh & Boyer Ahmad Province<sup>99</sup>. The result showed that if the university's support is less then it leads to dissatisfaction among teachers. The study was carried out to find out the effect of recognition, reward work itself and with the supervisor's satisfaction level<sup>99</sup>.

A study performed on stress and satisfaction at job among different universities in Lahore, Pakistan<sup>100</sup>. The result of the study showed there are many major components that affect organization support of teachers. The findings of the research showed that promotion procedures are very important to enhance satisfaction level among university teachers. A scholar had done a research on the teachers of PU (Panjab University) in order to find out advantages of salary and working environment which has great effect on job satisfaction<sup>101</sup>. Outcome of the study may be seen that positive bond has been found in pay and organization support among teachers of PU, Lahore. The study conducted on the support of government teachers and private colleges, Faisalabad, Pakistan, showed that there are a many explanations which disturb satisfaction leve<sup>102</sup>.

It was assumed that those persons who adopt teaching profession for one – two or three- ten years will be less satisfied, and they have lower level of burnout than those teachers who have been in teaching profession for eleven- nineteen and twenty or more years. The research also explored the factors that affect satisfaction at job regarding demographic characteristics. The implications of the study disclosed that the study should also focus on federal and state university. The study result showed that male employees are higher

performers than female counter parts. Objective of the research was to explore those factors that contribute to increase dissatisfaction and satisfaction level<sup>102</sup>. A study conducted which stated that organizational support has a great impact on professional employees (e.g., doctors, nurses, lawyers) commitment<sup>103</sup>. The result of the Explore that workers in private sector banks were content by salary, acknowledgement and working hours.

A study conducted on the factors that affect the organization support and Teacher's Retention<sup>104</sup>. It is visible from results that absence of resources and facilities affect the teacher's decision whether they continue their profession. Relationship between stress and satisfaction at job is the basic determination of the study. The result of the study showed that years of teaching experience was not the important contributor towards organizational support and Burnout<sup>104</sup>. It was revealed that marital status, educational level, age and gender have a significant relationship with career commitment<sup>105</sup>. In scholar's study on demographical and psychological factors as correlates of organisational and career commitment among prison officers in South-west, Nigeria noted that gender, age, educational qualification, job satisfaction, job stress, motivation, job stress and emotional intelligence are the real correlates of career and organisational commitment among prison officers in South-west, Nigeria<sup>106</sup>.

It was reported that demographic factors such as age, sex, job position and number of years spent in the university influence the career commitment of librarians in federal universities in Nigeria<sup>107</sup>. It was also affirmed that demographic factors such as gender, marital status, age and academic qualification are very important factors in career commitment<sup>108</sup>. The researchers submitted that an older person may be more committed than a younger person who may be ready to change job at any time. A scholar submitted that old workers are more likely to be committed to their career than young workers in any organisation because the

older the employees, the more the tendency to place value on their career. It was also affirmed that older workers are more committed compared to younger employees because older people at the workplace lower their expectations to more realistic levels and adjust themselves better to their work situations<sup>109</sup>. Based on these findings, one could reason that demographic factors play important roles in the career commitment of librarians in the universities.

It shows that demographic factors also had significant correlation with career commitment, for example Age and tenure are believed to be demographic characteristics, which are positively correlated with commitment. As people get older, they remain in their professions, their commitment increases, probably because alternative career opportunities diminish for older people or because commitment may be a successful strategy in getting along<sup>110</sup>. A scholar opined that age, sex and marital status have important effects on career commitment and job satisfaction of workers in an organisation<sup>111</sup>. It was emphasized that age is related to commitment in a way that older employees are more committed compared to younger employees and newcomers in an organization<sup>112</sup>. A researcher asserted that an increase in the age of workers has a significant positive impact on their career commitment<sup>113</sup>.

The researcher emphasised that the older employees in organisations are more committed compared to younger employees. It was opined that as people become older, they tend to be focused and stable in their career or occupation than the younger ones. The researcher stated that the reason for this could be that the younger ones are easily enticed by higher salaries and greater responsibilities which made them change jobs without any consideration than the older employees who tend to be more committed because they have a lot to consider before leaving their career. On the contrary, it was noted that aged workers tend to plan their careers less. However, a scholar study on exploration of career salience, career

commitment, and job involvement reported that the young groups of employees (20-29) years old are more committed to their career than the oldest group of employees (50-59) years' old<sup>114</sup>.

It was further explained that the young groups of employees are new in their careers which made them to be more committed, stable and become responsible<sup>115</sup>. For example, the young workers attach greater importance to advancement opportunities than the aged workers as such opportunities decline with age. A researcher revealed that age has contributed negatively to career commitment. The researcher observed that the younger librarians are more committed to their career than the aged librarians in university in Southern Nigeria. A scholar study on gender and career commitment across some professions in selected developed countries found that professional women are more committed to their career than their male counterparts<sup>116</sup>.

A scholar however noted that men and women experience similar levels of career commitment. In another study posited that gender does not significantly predict the commitment of teachers in Pakistan universities. A scholar well-cited meta-analysis suggested there was a link between gender and commitment but the variations across professional groups led them to conclude that there was no consistent relationship between gender and commitment. Thus, there appears to be a lack of consensus as to whether gender and commitment are interrelated. It is also worthy of note that research into the perception of women's career commitment has reported that they are often perceived as less committed than their male counterparts<sup>117</sup>.

In a study of librarians' commitment to their profession, it was found that the age of the librarians in university libraries do not significantly predict their career commitment, education, age and tenure are strong predictors of commitment. In another study of nurses, a

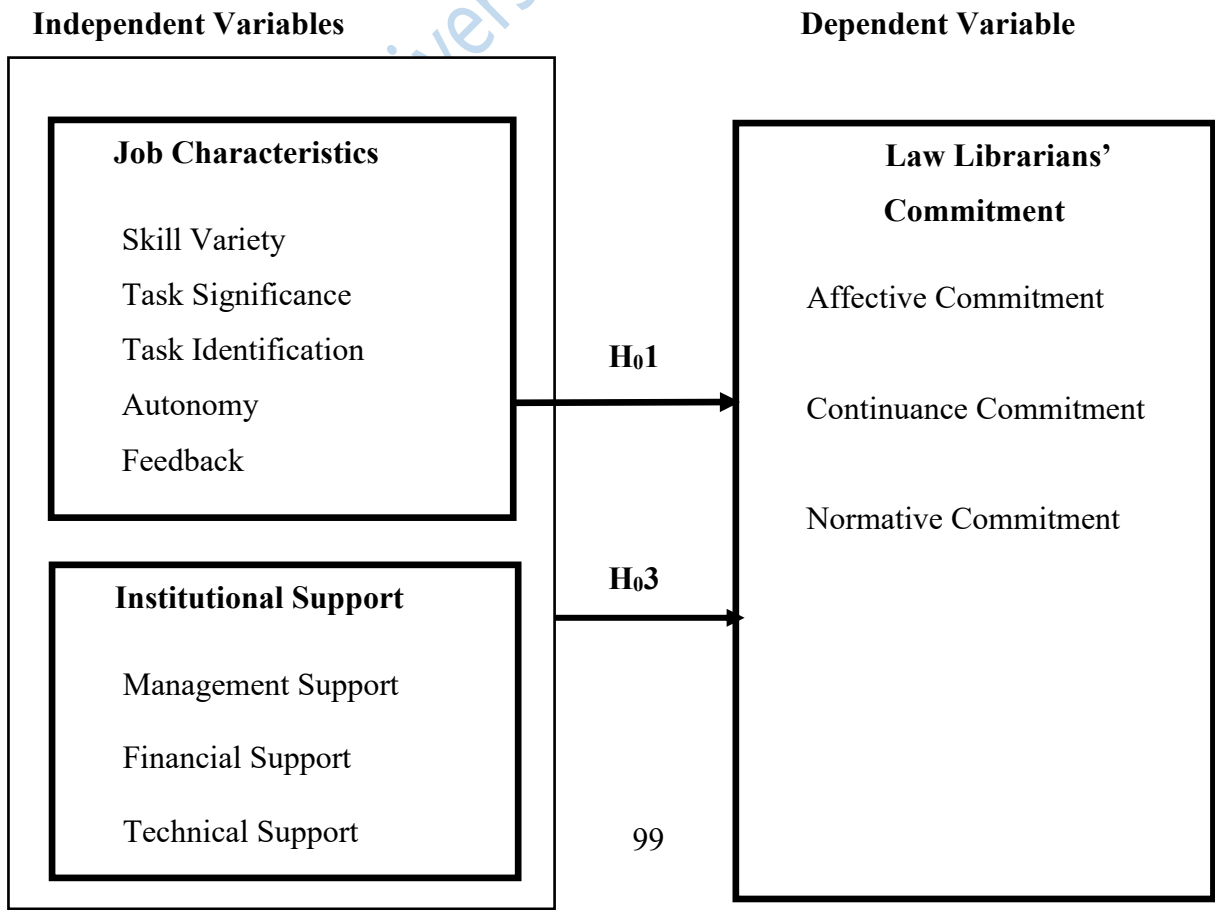
scholar proceeded to test for organisational and occupational antecedents and their relation to the three types of commitment – continuance, affective and normative<sup>117</sup>. They found that continuance commitment was strongly associated with variables that increased investment, like tenure and position; affective commitment related to work satisfaction, and normative commitment related to both work satisfaction (similar to affective) and a general sense of obligation to others. The marital status of an employee is believed to have a positive influence on career commitment<sup>117</sup>.

This could be because married employees with dependent children are most times the breadwinners of their families; hence they have more personal responsibilities and greater financial burdens than their single counterparts. As a result, they are inclined not to risk leaving their career/profession. Marital status is also a demographic factor, which influences commitment. Current literature shows that married people are more committed than single people. This is because they need a stable job and career, due to their perceived responsibility for their families. A scholar conducted a wide-ranging survey among the library staff of public and academic libraries and mentions that compared to the younger age group, the older library workers are happier in their jobs<sup>117</sup>.

A scholar reported that an overwhelming majority of the respondents in academic libraries across all age groups are satisfied with their jobs and profession<sup>118</sup>. From a gender perspective, vertical occupational segregation exists when both men and women work in the same job categories; this is manifested in the fact that men are commonly found to be doing the more skilled or better-paid work, affecting the job satisfaction of their female counterparts. The length of service in an organisation is positively related to the level of internalization of organisational values, which results in greater commitment from the individual<sup>118</sup>.

A scholar argued that gender is directly and negatively related to career planning, due to suggestions in the literature that women are somewhat less focused on advancement than men, and therefore are less likely to plan their career. The results of their study confirmed that women in the sample planned their career less. They also argue that older people tend to plan their careers less<sup>118</sup>. A scholar reported that education was strongly correlated with career commitment, this indicated that when employees are highly educated, they tend to stay on their career because the more they go higher academically, the higher they become hierarchically and the higher the benefits attached. Marital status was significantly correlated with career commitment, with married professionals scoring higher career commitment than single and divorced professionals; and a number of children was not correlated with career commitment<sup>118</sup>.

## 2.4 Conceptual Model





**Figure 2.1: Conceptual Model: Job Characteristics and Institutional Support on Law Librarians' Commitment.**

**Source: Researcher's Compilation, 2024**

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As conceptualized diagrammatically above, the dependent variable is law librarians' commitment with three measures which are affective commitment, normative commitment and continuance commitment, these three measures were adopted from Allen and Meyer Commitment Theory<sup>58</sup>. The independent variables are job characteristics and institutional support. The measures for job characteristics are skill variety, task significance, task identification, autonomy and feedback which were also adopted from Hackman and Oldham's Theory of Job Characteristics<sup>60</sup> while the measures for institutional support are management support, financial support and technical support which were also adopted from Institutional Support Theory<sup>62</sup>.

In the first hypothesis, the measures of job characteristics are to be tested on those of law librarians' commitment while in the second hypothesis, it indicates how the measures of institutional support will be tested on those of law librarians' commitment. Lastly, in the third hypothesis, the combined influence of the two independent variables (job characteristics and institutional support) will be tested on the dependent variable (law librarians' commitment) where recommendations would be made accordingly.

## **2.5 Summary of Gap in Literature Reviewed**

The influence of job characteristics and institutional support on law librarians' commitment in Southwest, Nigeria is the subject of this chapter, which presents scholars' perspectives on the topic of this research. The study demonstrates the value of job characteristics factors and their influence on law librarians' commitment, particularly among law librarians in southwest, Nigeria. The concepts have been clarified due to the assessment of the conceptual framework (job characteristics, institutional support and law librarians' commitment). It depicts the link between the independent variables (job characteristics and institutional support) and dependent variable (law librarians' commitment).

There has been considerable empirical research on job characteristics in different sectors in various countries, however, these studies have varied widely in terms of context, objective and methods used. Particularly, two recent meta-analysis revealed the relationship between job characteristics and performance-related outcomes. However, those two meta-analyses failed to address organizational commitment as a mediator in the relationship between job characteristics and librarians' performance. The current study provides insight into the relationship between these variables by including organizational commitment as the potential mediator. A researcher pointed out that several researchers who investigated job characteristics have not come up with a specific style suitable for a specific situation. He suggests that different styles are needed for different situations and management need to understand which style would fit the situation.

The culture and context could be the situational aspects and thus studying the effects of job characteristics on performance in the context of Jaffna are useful to add knowledge to the existing literature. It is generally believed that commitment of a librarian is an indispensable component of organizational performance; therefore it is recommended that employers should prioritize important motivational factors that will bring about a positive job attitude so as to achieve the highest commitment of a librarian. A study concludes that the librarians of Bauchi State University are believed to have a positive job commitment and in that case, the institution is able to harness its organizational resources in such a way that such positive job commitment will bring about enhanced performance by every librarian that will aid the institution in achieving its targeted goal and objectives timely and efficiently.

It has been researched also that librarians working in jobs with high task significance believe that their actions benefit others (social impact) and valued by others (social worth). To buttress this view, a researcher found that task significance is positively related to

librarians' commitment; while high levels of job control and autonomy are negatively linked to role conflict and role ambiguity. Librarians with less job autonomy have only pre-defined strategies to fulfill tasks focused on commitment. An individual's intentions and general perceptions of commitment were developed in the socialization process and are influenced by personal beliefs, values, expectations about the job and prior experiences before entry into the organization since socialization is mostly influenced outside work.

Studies have demonstrated that institutional support given to librarians by the organization in which a law library is found engenders improvement of positive behaviours, attitudes like affective and normative commitment, also sometimes on continuance commitment. The amount of institutional support a librarian perceives from the organization has been proven to influence librarians' job commitment. Deductively, institutional support induces feelings such as being impotent and being useful for the organization and these feelings improve the personal function of the librarian. Most literature has proved that institutional support encourages employees who are librarians in the context of this research to work better and more effectively, as it encourages librarians to satisfy their managers and the organizational expectations as they see the organization trying to meet their needs and improve their working and family lives or wellbeing.

The study also recommends that the University management should regularly devise a means by which librarians' demands will be met on time in order for the librarians to be committed (support), which will also have a positive impact on the performance of its librarians and the organization as a whole. The study focuses on the law librarians of Universities, Law School and Nigerian Bar Association (NBA) libraries in Southwest, Nigeria, which limits the rate of responses; therefore, the study is limited to only one University in the country even though there are many other Universities. Another major

factor that limits the study is the fact that it concentrates only on the law librarians without including the academic staff. Also, the study was limited to two variables which include job commitment as the independent variable with librarians' performance as the dependent variable, implying that these were the only variables tested in this study whereas other variables could be considered such as improvement on institutional support of the institution.

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## **Chapter Three**

### **Methodology**

The methodology used to conduct the study is presented in this chapter. It provides a description of the research design, study population and location, sample size and methodology, sample technique used, research instrument validity and reliability, data collection and analysis procedures, and research instrument.

#### **3.1 Research Design**

The descriptive survey research design was used for this study. The goal of this study is to methodically describe a population, or phenomena. Perhaps the most popular non-experimental research approach for studies on education is the descriptive survey. A descriptive survey aims to provide accurate information about the phenomenon under study by critically examining events, opinions, objects, attitudes, subjects, or ideas. A descriptive survey is a technique for examining a subset of the population in order to infer general characteristics about the community from which the sample was drawn. The descriptive research design was considered suitable in carrying out the study as it tends to investigate the influence of job characteristics and institutional support on the law librarians' commitment in Southwest, Nigeria.

#### **3.2 Population of the Study**

The population of this study consist of forty- eight (48) law librarians in law libraries within Southwest region. The breakdown of the study population is shown in Table 3.1

**Table 3.1 Population of the Study**

<b>S/N</b>	<b>Names of Law Libraries in South West, Nigeria</b>	<b>No of Law Librarians</b>
1	University of Ibadan (UI) Law Library, Ibadan	1
2	Obafemi Awolowo University (OAU) Law Library, Ile-Ife	2
3	University of Lagos (UNILAG) Law Library, Lagos State	1
4.	Anchor University Law Library, Lagos State	1
5	Lagos State University (LASU) Law Library, Lagos State	1
7	Ekiti State University (EKSU) Law Library, Ado-Ekiti	2
8	Ogun State University (OGSU) Law Library, Ago-Iwoye	1
9	Tai Solarin University of Education (TASUED) Law Library, Ijagun	1
10	Adekunle Ajasin University (AAUA) Law Library, Akungba-Akoko	1
11	Ladoke Akintola University of Technology (LAUTECH) Law Library, Ogbomoso`	1
12	Redeemer's University (RUN) Law Library, Ede	1
13	Covenant University (CU) Law Library, Ota	1
14	Babcock University (BU) Law Library, Ilishan-Remo	1
15	Bowen University (BU) Law Library Iwo	1
16	Adeleke University (AU) Law Library, Ede	1
17	Ajayi Crowther University (ACU) Law Library, Oyo	1
18	Joseph Ayo Babalola University Law Library, Osun State	1
19	Elizade University Law Library, Ilara – Mokin	1
20	Lead City University (LCU) Law Libray Ibadan	1
21	Kola Daisi University Law Library, Oyo	1
22	Chrisland University Law Library, Ogun	1
23	Mcperson University Law Library, Ayebo, Ogun	1
25	Caleb University Law Library, Lagos	1
26	Fountain University Law Library, Osogbo	1
27	Nigerian Law School, Lagos Campus	2
28	Achievers University Law Library, Ondo	1
29	Ogun State Ministry of Justice Law Library	1
30	Oyo State Ministry of Justice Law Library, Ibadan	1
31	Osun State Ministry of Justice Law Library Osogbo	1
32	Ondo State Ministry of Justice Law Library, Akure	1
33	Lagos State Ministry of Justice Law Library	2
35	Nigerian Bar Association (NBA) Law Libraries in all the Southwest States	12
<b>Total</b>		<b>48</b>

*.Source: Field Observation, 2024*

### **3.3 Sample Size and Sampling Technique**

The sample size for the study is forty – eight (48). The study employed the total enumeration approach due to the limited size of the population. The method's primary advantage lies in its ability to shield the researcher from sampling flaws. The total enumeration or census method is employed when the sample population is not too large. This method permits the researcher to conduct a thorough population study, collect data with high precision, and eliminate bias and errors in sampling.

### **3.4 Description of the Research Instrument**

Data was collected for this study through the distribution of questionnaire. The questionnaire was adapted from Allen & Meyer model of employee commitment scale, institutional support scale and job commitment scale. The questionnaire contained scales to measure the various constructs used in the research model. The questionnaire was divided into four (4) sections with focus on the variables of the study. The sections are: A, B, C and D.

Section A elicited information on demographic characteristics of the respondents which include; highest academic qualification, gender, work experience, age and position occupied in the place of work. Section B elicited information on level of law librarians' commitment in Southwest, Nigeria. This section had three (3) sub-scales with a total of twenty-five (24) items. The first sub-scale measured affective commitment and it contains eight (8) items. The second sub-scale measured continuance commitment and it contains eight (8) items. The third sub-scale measured normative commitment and it contains eight (8) items. The scale has a four-point Likert scale with ranked options: Very High (VH) = 4, High (H) = 3, Low (L) = 2 and Very Low (VL) = 1.

Section C elicited information on job characteristics using standardized scale adapted for this study. This section had five (5) sub-scales with a total of twenty (20) items. The first sub-scale measured skill variety and it contains four (4) items. The second sub-scale measured task significance and it contains five (4). The third sub-scale measures task identity and it consists of four (4) items. The fourth sub-scale measures feedback and it consists of four (4) items. The fifth sub-scale measures job Very High (VH) = 4, High (H) = 3, Low (L) = 2 and Very Low (VL) = 1.

Section D elicited information on institutional support using standardized scale adapted for this study. This section has one part and it consists of three (3) items. The three sub-scale measured s contains three (3) items under management support, financial support and technical support. The scale has a four-point Likert scale with ranked options: Strongly agree (A) = 4, Agree (A) = 3, Disagree (D) = 2 and strongly disagree (SA) = 1. The adapted scale has a reliability co-efficient of 0.78. The scale was validated using Cronbach alpha method and it has a coefficient reliability of 0.78.

### **3.5 Validity of the Research Instrument**

The thesis supervisor and two other experts constructed the face and content validity structures of the questionnaire in order to establish the validity of the instrument that was utilized for the study. The two experts in measurement and evaluation and information management were given copies of the instrument, along with the project manager. These specialists examined the tool to identify statements made by the researcher that were poorly phrased or did not align with the study's objectives. They looked over the tool to make sure it was complete, that the contents were relevant, that the directions and assertions were clear, and that there were no mistakes or omissions. The thesis supervisor and the two experts also examined the instrument to ensure that the data to be collected using the questionnaire was

useful in answering the research questions and in testing the hypotheses that were employed for this study. Comments and the observations of these experts in conjunction with the supervisor's comment were considered in the final draft of the questionnaire.

### **3.6 Reliability of the Research Instrument**

A pilot study was conducted to assess the measuring instrument's dependability. The pilot study aids in guaranteeing the scale's reliability and consistency as well as its capacity to extract information relevant to the study's research issue. This was accomplished by using twenty copies of the questionnaire, which was distributed to the Law Librarians in Enugu State University and Ministry of Justice which is outside the study's area. To determine the internal consistency of the items in each scale, the collected data was put through the Cronbach's alpha test. The Cronbach alpha coefficient result for job characteristics and institutional support is 0.80, whereas the score for law librarians' commitment is 0.81.

### **3.7 Method of Data Collection**

A letter of introduction was obtained by the researcher from Lead City University, Ibadan which was used to gain access to the Nigerian Bar Association of Nigeria (NBA), Lagos State Law School and all the selected institutions in the population table all within the South west region. The researcher administered forty eight (48) questionnaires and got forty two (42) responses from the administered questionnaires.

### **3.8 Method of Data Analysis**

The statistical package and Service Solution (SPSS) was used to analyses the data gathered for this study. The data was analyzed using frequency counts, percentages, means, and standard deviations to provide answers to research questions 1-3. At the  $p < 0.05$  level of

significance, inferential statistics from a simple linear regression analysis were utilized to test the null hypotheses.

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## **Chapter Four**

### **Results and Discussion of Findings**

This chapter presents the results of data analysis based on the questionnaire. The researcher administered the study questionnaire to forty eight (48) law librarians from different law libraries in Southwest. Out of forty eight (48) copies of the questionnaire, forty two (42) copies was completed and returned. This represents 82.4% return rate which is considered adequate for analysis and discussion.

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#### 4.1 Demographic Analysis

**Table 4.1: Demographic Analysis**

Name of Law Libraries in South-West Nigeria	Number of Responses Returned
Adekunle Ajasin University	1
Adeleke University	2
Afe Babalola University	1
Anchor University Library	1
Babcock University	1
Caleb University	1
Chrisland University	2
College of Law library	1
Ekiti State University	1
Elizade University	1
Fountain University	2
Hezekiah Oluwasanmi	2
Joseph Ayo Babalola University	1
Kola Daisi University	2
Ladoke Akintola University	1
Lagos State University	2
Lead City University Library	1
McPherson University	1
Ministry of Justice Library	3
Nigerian Bar Association Library, Lagos State	1
Nigerian Bar Association Library, Osun State	1
Nigerian Bar Association Library, Oyo State	1
Nigerian Bar Association, Ondo State	1
Nigerian Institute of Advanced Legal Studies	1
Nigerian Law school Library, Lagos Campus	1
Ogun State Ministry of Justice	1
Olabisi Onabanjo University Library, Ogun State	1
Oyo State Ministry of Justice Library	1
Redeemer's University	1
Timothy Olagbemiro Library (Bowen University)	1
UNILAG	3
University of Ibadan	1
<b>Total</b>	<b>42</b>

**Table 4.1: Descriptive Statistics of the Socio-Demographic Information**

*Source: Researcher's Fieldwork, 2024*

*Frequency and percentage distribution of Socio-Demographic Variables*

<b>Socio-Demographic Variables</b>	<b>Options</b>	<b>Frequency (N)</b>	<b>Percentage (%)</b>
<b>Academic Qualification</b>	Diploma	0	0
	ND/HND	0	0
	B.Sc	11	26.2
	M.Sc	25	59.5
	Ph.D	6	14.3
	<b>Total</b>	<b>42</b>	<b>100</b>
<b>Gender</b>	Male	16	38.
	Female	26	61.9
	<b>Total</b>	<b>42</b>	<b>100</b>
<b>Work Experience</b>	Below 5	7	16.7
	5-9	15	35.7
	10-14	14	33.3
	15-19	4	9.5
	Above 20	2	4.8
	<b>Total</b>	<b>42</b>	<b>100</b>
<b>Age</b>	20-29	3	7.1
	30-39	19	45.2
	40-49	18	42.9
	50-59	2	4.8
	60&Above	0	0
	<b>Total</b>	<b>42</b>	<b>100</b>
<b>Cadre</b>	Library Assistant	0	0
	Library Officer	0	0
	Chief Library Officer	7	16.7
	Assistant Librarian	0	0
	Librarian II	8	19.0
	Librarian I	11	26.2
	Principal Librarian	8	19.0
	Senior Librarian	7	16.7
	University Librarian	1	2.4
	<b>Total</b>	<b>42</b>	<b>100</b>

**Source: Researcher's Fieldwork 2024**

Table 4.1 provides a demographic analysis of the study participants, offering insights into their characteristics. The table is divided into several categories, each offering information on the frequency and percentage distribution of Socio-Demographic information of the Law Librarians in the South West institutions surveyed. The data reveals the academic qualification of the respondents in which Master's degree (59.5%) constitutes the highest of the population while Ph.D (14.3%) constitutes the least. This information gives a sense of distribution of participants among different law libraries under Southwest.

The gender distribution among respondents, with 61.9%% being female and 38.1% being male. This suggests a female-majority representation in the sample. In term of Academic Qualification, it shows that a significant proportion of the respondents hold a Master's degree (59.5%), while 26.2% hold a Bachelor's degree and 14.3% hold a Ph.D degree. The next category "Work Experience," highlights the distribution of respondents based on the number of years of experience. The majority of participants (33.7%) have 5-9 years' work experience while 33.3% have 10-14 years. The remaining participants are spread across the 15-19 years (9.5%) and above 20 years (2.8%) experience categories.

The Age distribution of the respondents shows that respondents with Age 30-39 (45.2%) constitute the highest of the population while respondents with Age 50-59(4.8%) constitute the least population. Lastly, the table shows the Cadre of the respondents in which respondents that are Librarian I (26.2%) constitute the highest population while University Librarian (1%) has the lowest population. This section offers an understanding of the experience levels of the participants, which can be crucial in interpreting the results and assessing the relevance of their experience to the study's objectives. These details are valuable for understanding the composition of the sample and can help in interpreting the research findings in the subsequent sections of the study.

## 4.2 Presentation of Research Questions

### 4.2.1 Research Question One: What is the level of law librarians 'commitment in Southwest, Nigeria?

**Table 4.2: Level of Law Librarians 'commitment in Southwest, Nigeria**

S/N	Items	Frequency (%)				Mean
		VH 4	H 3	L 2	VL 1	
<b>Affective Commitment</b>						
1	I feel a very strong emotional connection to this library	16(38.1)	21(50.0)	3(7.1)	2(4.8)	3.21
2	This library to a great extent holds a level of significance to me	15(35.7)	24(57.1)	1(2.4)	2(4.8)	3.24
3	I have a strong enthusiasm for discussing this library with others	24(57.1)	15(35.7)	2(4.8)	1(2.4)	3.48
4	I am very likely to spend my entire career with this library	17(40.5)	11(26.2)	7(16.7)	7(16.7)	2.90
5	I can almost always complete tasks with minimal time and effort	19(45.2)	21(50.0)	1(2.4)	1(2.4)	3.38
6	I usually feel responsible for this library's problems	18(42.9)	19(45.2)	3(7.1)	2(4.8)	3.26
7	My level of attachment to this library is unique and difficult to replicate elsewhere	17(40.5)	17(40.5)	4(9.5)	4(9.5)	3.12
8	My sense of belonging in this library feels like a family bond	20(47.6)	17(40.5)	3(7.1)	2(4.8)	3.31
<b>Average Mean</b>						<b>3.24</b>
<b>Continuance Commitment</b>						
9	I have a strong level of dependence on this library job for my current need	19(45.2)	12(28.6)	9(21.4)	2(4.8)	3.14
10	I am extremely reluctant to leave this library due to the potential loss of benefits	15(35.7)	14(33.3)	7(16.7)	6(14.3)	2.88
11	My concern about the lack of suitable alternatives has made me hesitant to leave this library	16(39.0)	12(29.3)	8(19.5)	5(12.2)	2.88

12	My perceived lack of alternative options makes me unlikely to leave this library.	15(36.6) 10(24.4)	14(34.1)	2(4.9)	2.83
13	I am extremely stuck to this library, making it difficult to consider leaving	15(36.6) 12(29.3)	12(29.3)	2(4.9)	2.73
14	I am extremely hesitant to leave this library job due to the potential disruption to my life	17(41.5) 10(24.4)	12(29.3)	2(4.9)	2.88
15	The potential costs makes extremely deterred from leaving this library	17(40.5) 10(23.8)	12(28.6)	3(7.1)	2.86
16	I am anxious about the potential consequences of quitting without a new job	13(31.0) 8(19.0)	17(40.5)	4(9.5)	2.83

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**Average Mean**

**2.88**

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**Normative Commitment**

17	It is sensible to remain a staff in this library	15(35.7) 4(9.5)	11(26.2)	12(28.6)	2.88
18	The level of contentment were better in the days when people stayed with one library for most of their careers	9(22.0) 7(17.1)	18(43.9)	7(17.1)	2.71
19	I am extremely committed to the idea that library loyalty is paramount	11(26.2) 2(4.8)	24(57.1)	5(11.9)	3.05
20	My level of motivation to stay in this library is due to a sense of moral obligation	13(31.0) 2(4.8)	19(45.2)	8(19.0)	3.02
21	My willingness to jump from one library to another is unethical to me	14(33.3) 8(19.0)	12(28.6)	8(19.0)	2.76
22	I am of the opinion that job hopping in libraries is frequent	11(26.2) 4(9.5)	17(40.5)	10(23.8)	2.83
23	I extremely believe in the days when people stayed with one library from most of their careers	14(34.1) 7(17.1)	11(26.8)	9(22.0)	2.78
24	I have a strong willingness to adapt my work practices based on feedback	16(38.1) 3(7.1)	15(35.7)	8(19.0)	3.05

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**Average Mean**

**2.89**

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Decision rule: low mean is < 2.5, moderate mean is = 2.5 and high is > 2.5  
Source: Field work, 2024.

Table 4.2 presented data on the level of law librarians' commitment in Southwest, Nigeria. Law librarians' commitment was measured with three metrics namely; affective commitment, continuance commitment and normative commitment. In the affective commitment section, the table focuses on how law librarians are emotionally attached to and involved in their library. The majority of respondents (50.0%) have high responses to the fact that they feel a very strong emotional connection to their library. This high percentage suggests that law librarians' in southwest are emotionally attached to their library and this would help with the improvement of law libraries.

Similarly, a significant portion (57.1%) have a high response to the fact that law librarians' library to a great extent holds a level of significance to them, indicating that how well they attend to their activities. Moreover, (57.1%) respondents had a very high response to the fact that law librarians have a strong enthusiasm for discussing their library with others, which is important for the importance they give to their jobs. In addition, (40.5%) of law librarians are likely to spend their entire career with their library, indicating a level of confidence in their job. Also, (50.0%) law librarians' can almost always complete tasks with minimal time and effort, indicating their level of seriousness in the discharging of their duties. Similarly, (45.2%) usually feel responsible for their library's problem, indicating confidence in their ability to deliver. Moreover, (40.5%) respondents have a unique level of attachment to their library and feel this is difficult to replicate elsewhere, indicating the passion law librarians put into making their library better on a daily basis.

In addition, (47.6%) law librarians' sense of belonging in their library feels like a family bond, indicating a generally positive perception of the affective commitment of law librarians'. The average mean for this section is 3.24, indicating a generally positive

perception of affective commitment among law librarians'. This suggests that the respondents do not perceive their work tasks as too stressful.

In the continuance commitment section, majority of the respondent(45.2%) have a high level of dependence on their library job for meeting their current need, this is an indication that law librarians' are well placed financially in the eyes of a reasonable man. In addition, (35.7%) respondents have a high level response to the affirmative that law librarians' are extremely reluctant to leave their library due to the potential loss of benefits, this is an indication that the benefits that law librarians' have access to in their different organisation is worth their persistence and commitment to the library. Moreover, (39%) of law librarians' have a high level of concern about the lack of suitable alternatives and has made them hesitant to leave their different libraries, this is an indication that law librarians' in Southwest put much effort and enthusiasm into the growth of the library. Similarly, (36.6%) of the respondents have perceived that there are lack of alternative options which makes law librarians' unlikely to leave their libraries, this is an indication that one of the reasons why law librarians' in Southwest are efficient at their jobs is because of the low rate of alternative options.

Also, (36.6%) of the respondents are extremely stuck to their library, making it difficult to consider leaving, this is also an indication that law librarians' have invested much to the growth and development of their library causing them to nurture it like it is their responsibility. In addition, (41.5%) of law librarians in Southwest are extremely hesitant to leave their library due to the potential disruption to their lives, this is to show that law librarians have their lives revolved around their jobs which is good for the library to continually flourish. Similarly, (40.5%) of the respondents have a high level to the

affirmative that the potential costs makes them extremely deterred from leaving their library, this is an indication that law librarians' in Southwest, Nigeria are satisfied with their jobs rather than moving to a place that would cost more financially. Lastly, (40.5%) of law librarians' are anxious about the potential consequences of quitting without a new job, this is an indication that law librarians' are of the opinion that jobs are seemingly difficult to get and as such willing to keep the job available. The average mean for this section is 2.88, highlighting generally the willingness to continue with their various libraries and organisation respectively.

In the normative commitment section, majority of the respondents (35.7%) agrees to the fact that it is sensible to remain a staff in their library, this indicates that the law librarians' in Southwest, Nigeria have a sense of responsibility to their organisation. In addition, (43.9%) respondents have a believe that a high level of contentment were better in the days when people stayed with one library for most of their careers, this is an indication that law librarians in Southwest believe that the longer they stay in a library, the better the library get and the more developed and familiar they get to the library. Similarly, (57.1%) of the respondents are extremely committed to the idea that library loyalty is paramount, this is also an indication that that law librarians' in Southwest feels that it is morally right to stay in an organisation regardless of how much status or satisfaction the organisation gives.

Moreover, (45.2%) of the respondents have a high level of motivation to stay in their library is due to a sense of moral obligation, this is an indication that law librarians in southwest have a reasonable level of accountability to their libraries. Also, (33.3%) law librarians are of the opinion that the willingness to jump from one library to another is unethical, this is an indication that law librarians' in southwest have a reasonable loyalty to their libraries and

are willing to stay committed to the growth and development of same. Similar to this, (40.5%) of the respondents are of the opinion that job hopping in libraries is frequent and this has led to the level of response that was gotten from the research. In addition, (34.1%) of the respondents extremely believes in the days when people stayed with one library for most of their careers, this is a reflection of the resilience law librarians' in Southwest put into their jobs.

Lastly, (38.1%) of the respondents have a strong willingness to adapt to their work practices based on feedback, this means that the feedback that library users give is very vital for the continuance growth of the library. The average mean for this section is 2.89, showing that law librarians' in Southwest have a favorable sense of obligation or duty to towards their organisation. Overall, the aggregate mean for the level of law librarians' commitment is 3.01 which suggest a high level of law librarians' commitment in Southwest, Nigeria.

#### 4.2.2 Research Question Two: What is the impact of law librarians' job characteristics in Southwest, Nigeria?

**Table 4. 3: Level of Job Characteristics of law librarians in Southwest, Nigeria**

S/N	Items	Frequency (%)				Mean
		VL	VH	H	L	
		4	3	2	1	
	<b>Skill variety</b>					
1	I know my job provides variety of experiences on the job	10(23.8)	30(71.4)	0(0)	2(4.8)	3.14
2	I strongly believe that I have the required skills to handle the problem in my job	14(34.1)	26(63.4)	1(2.4)	0(0)	3.32
3	The job I do is such that utilizes variety of skills,	11(26.8)	27(65.9)	2(4.9)	1(2.4)	3.17

	talents and abilities					
4	My job supports additional training and education	20(47.6)	19(45.2)	2(4.8)	1(2.4)	3.38
<b>Average mean</b>						<b>3.25</b>
<hr/>						
<b>Task Significance</b>						
5	How well I work affects the lives of other people	11(26.8)	28(68.3)	1(2.4)	1(2.4)	3.20
6	My job influences day-to-day institutional success	9(22.0)	28(68.3)	2(4.9)	2(4.9)	3.07
7	My job gives me a sense of achievement	10(23.8)	27(64.3)	3(7.1)	2(4.8)	3.07
8	It is only when my job gets done, other jobs can be completed	13(31.0)	24(57.1)	3(7.1)	2(4.8)	3.14
<b>Average Mean</b>						<b>3.12</b>
<hr/>						
<b>Task Identity</b>						
9	I am certain that once I start a task I have to finish it	14(33.3)	27(64.3)	0(0)	1(2.4)	3.31
10	I understand the job from start to end to a great extent	15(36.6)	24(58.5)	2(4.9)	0(0)	3.32
11	I am aware that I do a complete task from start to finish	16(38.1)	25(59.5)	1(2.4)	0(0)	3.36
12	I know to a great extent that I have the chance to do an entire piece of work from beginning to end.	15(36.6)	24(58.5)	2(4.8)	0(0)	3.32
<b>Average Mean</b>						<b>3.33</b>
<hr/>						
<b>Feedback</b>						
13	Satisfaction of my supervisor is known while doing my job	12(28.6)	28(66.7)	2(4.8)	0(0)	3.24
14	Satisfaction of the library users are known while doing my job	15(35.7)	24(57.1)	2(4.8)	0(0)	3.26
15	There is clear and direct	20(47.6)	21(50.0)	0(0)	1(2.4)	3.42

	information about job outcomes					
16	I receive on the job feedback from my superior about my activities	15(35.7)	23(54.8)	3(7.1)	1(2.4)	3.24
	<b>Average Mean</b>					<b>3.39</b>
<hr/>						
	<b>Job Autonomy</b>					
17	I can set my own schedule for completing assigned tasks	10(23.8)	28(66.7)	3(7.1)	1(2.4)	3.12
18	My job gives me a chance to use my personal initiative and judgment in carrying out the work	12(30.0)	26(65.0)	2(4.8)	0(0)	3.25
19	My job provides opportunity of self-directed flexible working hours	12(28.6)	24(57.1)	2(4.8)	4(9.5)	3.05
20	I have freedom to decide how I perform assigned tasks	12(28.6)	28(66.7)	2(4.8)	0(0)	3.24
	Average Mean					3.17
	<b>Aggregate Mean</b>					<b>3.23</b>
<hr/>						

Decision rule: low mean is  $< 2.5$ , moderate mean is  $= 2.5$  and high mean is  $> 2.5$   
Source: Field work, 2024.

Table 4.3 provides a result of data analysis of level of job characteristics of law librarians' in Southwest, Nigeria. The level of job characteristics is discussed under skill variety, task significance, task identity, feedback and job autonomy.

Under skill variety, 71.4% of the respondents believe that they know their job provides variety of experiences on the job, making it obvious of their awareness of constantly improving themselves on the job. An additional 63.4% of the respondents have a strong believe that they have the required skills to handle the problem in their jobs, showcasing a high level of expertise amongst law librarians'. Similarly, 65.9% of the respondents believe

that the job they do is such that utilizes variety of skills, talents and ability, signifying the extra effort law librarians' put into their jobs. Similarly, 47.6% have a very high support to the fact that their job supports additional training and education. The average mean for this is 3.25, indicating a generally positive attitude of law librarians' towards their jobs.

Under task significance, the results show that 68.3% of the respondents are aware that how well they work affects the lives of other people, signifying the reason for which law librarians' put efforts that is required on their job. An equal percentage, 68.3% have a high response in the affirmative that law librarians' job influences day-to-day institutional success, this is particularly true with respect to institutional accreditations and recommendations that law librarians' are involved in. Similarly, 64.3% of the respondents believes that their job gives them a sense of achievement, this signifies that being a law librarian itself is an achievement because it is a dual profession of law and librarianship. Lastly, 57.1% of the respondents are of the opinion that law librarians' should only attend to other jobs when the job for which they are employed is done, signifying that a lot of seriousness is being placed on the job carried out by law librarians' in Southwest. The average mean for this is 3.12, this is an indication that law librarians' understand how important their work is to the success of their library.

Under task identity, 64.3% of the respondents are certain that once they start a task they have to finish it, this in a way shows the enthusiasm of law librarians' to their job. In addition to this, 58.5% of the respondents understands the job from start to end to a great extent, this is a sign that law librarians' in southwest have confidence in the knowledge being put into making their organisation better. Similarly, 59.5% of the respondents are aware that they do a complete task from start to finish, signifying the fact that law librarians' are not afraid of being assessed to know whether or not the job is properly done.

Lastly, 58.5% of the respondents know to a great extent that they have the chance to do an entire piece of work from the beginning to the end, indicating a high level of awareness of law librarians to their task. The average mean is 3.33, signifying that law librarians' identify their job to a reasonable extent.

Under feedback. 66.7% of the respondents have a high response to the affirmative that the satisfaction of a law librarians' supervisor is known while carrying out their job, this is a sign that law librarians' are on a regular basis monitored on. 57.1% of the respondents also believes that the satisfaction of the library users are known while doing their job, indicating that the satisfaction of library users depends on the quick response and proper information provided to solve immediate problems. In addition, 50.0% agrees to the affirmative that there is clear and direct information about job outcomes, signifying that law librarian are very much aware of the scope of their job. Lastly, 54.8% are responsive to the fact that law librarians' receive the job feedback from their supervisor about their activities, signifying that law librarians' are not given the permission to malfunction at their place of duty. The average mean for this is 3.29, which signifies that law librarians are very much aware that utmost supervision is being put in place to check how well activities are done in the library.

Under job autonomy, 66.7% have a high level of response to the affirmative that they can set their own schedule as law librarians' for completing assigned tasks, this is an indication that as much as work should be done, there is a level of freedom to choose that perfect time that work should be done. In addition to this, 65.0% of the respondents believes that their job gives them a chance to use their personal initiative and judgment in carrying out the work, this is an indication that the most important thing is for the library to have a work and see to it that the work is successfully done using various means of expertise as the law librarian so prefer. Similarly, 57.1% of the respondents also believes that their job provides

opportunity of self-directed flexible working hours, this is an indication that law librarians' have a reasonable amount of time to improve on themselves whilst maintaining the standards of their library. Lastly, 66.7% of the respondents responded to the affirmative that they have freedom to decide how they perform assigned tasks, this is an indication that law librarians' are trusted to come up with great decisions that would always help for the development of their library. The average mean here is 3.17, indication the high level of job autonomy given to law librarians' in carrying out activities in their library.

The aggregate mean for the table is 3.23, showcasing the overall positive perception of the level of job characteristics of law librarians' in Southwest. Law librarians' generally have the opportunity of arranging their work in such a way that allows them to influence their working situation, work methods, and pace.

**4.2.3 Research Question Three: What is the level of institutional support available to law librarians in Southwest, Nigeria?**

**Table 4.4: Level of Institutional Support available to law librarians in Southwest, Nigeria**

S/N	Institutional Support for Law Librarians	Frequency (%)				Mean
		SA	A	D	SD	
		4	3	2	1	
<b>Management Support</b>						
1	The library policy is effective in encouraging quality services by law librarians	9(21.4)	20(47.6)	12(28.6)	1(2.4)	2.88
2	The library management encourages everyone to be at their best	7(16.7)	26(61.9)	9(21.4)	0(0)	2.95
3	The library encourages employees to develop their skills and career	12(28.6)	24(57.1)	6(14.3)	0(0)	3.14
<b>Average Mean</b>					<b>2.99</b>	
<b>Financial Support</b>						
4	My institution provides financial rewards for extra duty	6(14.3)	16(38.1)	13(31.0)	7(16.7)	2.50
5	My institution provides enough funds to support effective services by librarians	6(14.6)	20(48.8)	11(26.8)	4(9.8)	2.68
6	My institution supports training and development of librarians	10(25.0)	23(57.5)	7(17.5)	0(0)	3.08
<b>Average Mean</b>					<b>2.75</b>	
<b>Technical Support</b>						
7	The library management provides necessary handbooks and guides to explain my duties	7(16.7)	18(42.9)	13(31.0)	4(9.5)	2.67
8	The library provides technical experts to service instrument and	7(16.7)	23(54.8)	9(21.4)	3(7.1)	2.81

materials

9	The library provides basic ICT training for the effective use of modern technology available in the library	3(7.5)	28(70.0)	6(15.0)	3(7.1)	2.78
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**Average Mean**

**2.75**

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**Aggregate Mean**

**2.83**

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Decision rule: low mean is  $< 2.5$ , moderate mean is  $= 2.5$  and high mean is  $> 2.5$

Source: Field work, 2024.

Table 4.4 presents the results of the analysis on the level of institutional support available to law librarians in Southwest, Nigeria. The level of institutional support was measured through various domains, including management support, financial support, and technical support. From the results relating to management support, majority of the respondents, (47.6%) agreed and 21.4 strongly agreed that the library policy is effective in encouraging quality services by law librarians', demonstrating a supportive institutional framework. However, 28.6% disagreed and 2.4% strongly disagreed.

The mean score for this item is 2.88, indicating a reasonable positive view of law library policies. Furthermore, 61.9% agreed that the library management encourages everyone to be their best, emphasizing a motivating environment, another 16.7% strongly agreed, signifying strong encouragement. Although, 21.4% disagreed. The mean score for this item is 2.95, highlighting the positive influence of law library management. In addition, a significant majority of the respondents 57.1% agrees and 28.6% strongly agrees that the library encourages employees to develop their skills and career, indication a strong commitment to professional growth. A few of the respondents, (14.3%) disagreed. The mean score for this item is 3.14, reflecting a strong encouragement for skill and career development. Under financial support, 38.1% of the respondents agreed and 14.3% strongly agreed that their institution provides financial rewards for extra duty, demonstrating the provision of incentives for additional efforts. However, 31.0% disagreed and 16.7% strongly disagreed.

The mean score for this item is 2.50, suggesting a seemingly okay view of financial support for extra duty. Also, 48.8% of the respondents agreed that their institution provides enough funds to support effective services by librarians' highlighting financial backing for their activities. An additional 14.6% strongly agreed showing a reasonable consensus. Although,

26.8% disagreed and 9.8% strongly disagreed. The mean score for this item is 2.68, indicating a somewhat reasonable support for financial resources to support law librarians'. Furthermore, 57.5% of the respondents agreed that their institution supports training and development of librarians', emphasizing the importance of continuous professional growth. Additionally, 25.0% agree, demonstrating significant institutional backing for training. 17.5% however disagrees. The mean score for this item is 3.08, highlighting the support for training and development.

In the dimension of technical support, the result shows that 42.9% of the respondents agree that their library management provides necessary handbooks and guides to explain their duties, facilitating clarity in roles. In addition to this, 16.7% strongly agree indicating availability of support materials. However, 31.0% disagree which is quite a lot and 9.5% strongly disagreed. The mean score for this item is 2.67, suggesting a reasonable level of agreement regarding the provision of support materials. Furthermore, 54.8% of the respondents agrees that their library provides technical experts to services instrument and materials, ensuring operational efficiency moreover, 16.7% of the respondents also strongly agreed, underlining the availability of technical support. An additional 21.4% disagrees, and 9.5% strongly disagrees.

The mean score for this item is 2.81, indicating support for technical expertise. In the same vein, majority of the respondents (70.0%) agreed that their library provides basic ICT training for the effective use of modern technology available in the library, highlighting the importance of digital skills. Additionally, 7.5% of them also strongly agreed, indicating a consensus. 15.0% of the respondents however disagrees and 7.1 strongly disagrees. The mean score for this item is 2.78, suggesting a reasonable support for ICT training.

The aggregate mean for the three is 2.83, demonstrating a seemingly reasonable perception of institutional support for law librarians' in different institutions. These findings indicate that law librarians' perceive a not so strong but reasonable support from their institutions in terms of management encouragement, financial resources, and technical expertise, which is crucial for the effectiveness of law librarians' commitment.

### 4.3. Presentation of Hypotheses

**H<sub>01</sub>:** There will be no significant influence of job characteristics on law librarians' commitment in Southwest, Nigeria.

**Table 4.5 (a-c): Influence of job characteristics on law librarians' commitment in Southwest, Nigeria.**

#### Model Summary

Model	R		Adjusted R Square	Std. Error of the Estimate
	R	Square		
1	0.53	0.28	0.27	0.34507

a. Predictors: (Constant), Job Characteristics

#### ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.89	1	1.89	15.87	0.00 <sup>b</sup>
Residual	4.76	40	0.12		
Total	6.65	41			

a. Dependent Variable: Law Librarians' Commitment b. Predictors: (Constant), Job Characteristics

Model	Unstandardized		Standardized		T	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
(Constant)	1.04	0.57			1.82	0.76
Job Characteristics	0.69	0.17	0.53		3.98	0.00

a. Dependent Variables: Law Librarians' Commitment

The regression analysis presented in Table 4.5 (a – c) shows the influence of job characteristics on law librarians' commitment in Southwest, Nigeria. The model summary explained 28% variance in the commitment of law librarians' in Southwest, Nigeria ( $R^2=0.28$ ), and the remaining 72% variation are explained by other factors not represented in this study. Job characteristics also shows a positive and significant relationship ( $R = 0.53$ ) with law librarians' commitment in Southwest, Nigeria.

Table 4.5b presents the analysis of variance in the relationship job characteristics and law librarians' commitment of law librarians' in South West, Nigeria. From the values presented in the table, it also shows that job characteristics has a significant influence on the commitment of Law Librarians in South West, Nigeria. ( $F(1, 41) = 15.87$ ,  $p \text{ value} = 0.00 \leq 0.05$ ).

Table 4.5c also shows that if all other factors remains constant, a change in job characteristics will lead to 0.69 change in the commitment of law librarians' at 95% level of

confidence ( $\beta = 0.69$ ),  $p \leq 0.05$ ). Therefore, based on the result shown by the regression analysis, null hypothesis was rejected and the researcher conclude that job characteristics has a significant influence on the commitment of law librarians' in Southwest, Nigeria.

**H02: There will be no significant influence of institutional support on law librarians' commitment in Southwest, Nigeria.**

**Table 4.6 (a-c): Influence of Institutional Support on Law Librarians' Commitment in Southwest, Nigeria.**

**Model Summary**

	<b>R</b>			
<b>Model</b>	<b>R</b>	<b>Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.65	0.43	0.41	0.30926

b. Predictors: (Constant), Institutional Support

**ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Regression</b>	2.83	1	2.83	29.55	0.00
<b>Residual</b>	3.83	40	0.09		
<b>Total</b>	6.65	41			

a. Law Librarians' Commitment

b. Predictors: (Constant), Institutional Support

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.78	0.28		6.27	0.00
Institutional Support	0.50	0.09	0.65	5.44	0.00

b. Dependent Variable: Law Librarians' Commitment

The regression analysis presented in table 4.6 (a-c) shows the influence of institutional support on law librarians' commitment in Southwest, Nigeria. The model summary explains 41% variance in the commitment of law librarians in Southwest, Nigeria ( $R^2 = 0.41$ ), and the remaining 59% variation is explained by other factors not represented in this study. Institutional support also shows a positive significant relationship ( $R = 0.65$ ) with the commitment of law librarians' in Southwest, Nigeria.

Table 6b presents the analysis of variance in the influence of institutional support on the commitment of law librarians in Southwest, Nigeria. From the values presented in the table, it shows that institutional support has a significant influence on the commitment of law librarians' ( $F(41) = 29.55$ ,  $p\text{-value} = 0.00 \leq 0.05$ ).

Table 6c also shows that if other factors remain constant, a change in institutional support will lead to 0.50 change in the commitment of law librarians' at 95% level of confidence ( $\beta = 0.50$ ,  $p \leq 0.05$ ). Therefore, based on the result shown by the regression analysis, the null hypothesis was rejected and the researcher concludes that institutional support has a significant influence on the commitment of law librarians' in Southwest, Nigeria.

**H03: There will be no joint significant influence of job characteristics and institutional support on the law librarians' commitment in Southwest, Nigeria.**

**Table 4.7 (a-c): Combined Influence of Job Characteristics and Institutional Support on Law Librarians' Commitment in Southwest, Nigeria.**

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.72	0.52	0.49	0.28754

c. Predictors: (Constant), Job Characteristics, Institutional Support

<b>ANOVA<sup>a</sup></b>					
<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Regression</b>	3.43	2	1.71	20.73	0.00
<b>Residual</b>	3.23	39	0.08		
<b>Total</b>	6.65	41			

a. Dependent Variables: Law Librarians' Commitment

b. Predictors: (Constant), Job Characteristics, Institutional Support

<b>Coefficients<sup>a</sup></b>						
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>		<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>			
(Constant)	0.69	0.48			1.44	0.16
Job Characteristics	0.43	0.16	0.33		2.70	0.01
Institutional Support	0.39	0.09	0.52		4.31	0.00

The regression analysis presented in table 7 (a-c) shows the combined influence of job characteristics and institutional support on law librarians' commitment in Southwest, Nigeria. The model summary explain 52% variance in the commitment of law librarians' in

Southwest, Nigeria ( $R^2= 0.052$ ), and the remaining 48% variation are explained by other factors not represented in this study. Job characteristics and institutional support also show positive significant relationships ( $R=0.71$ ) with the commitment of law librarians' in Southwest, Nigeria.

Table 6b presents the analysis of variance in the influence of job characteristics and institutional support on the commitment of law librarians' in Southwest, Nigeria. From the values presented in the table, it shows that job characteristic and institutional support have a significant influence on the commitment of law librarians' ( $F(2,41) = 20.73$ ,  $p\text{-value} = 0.00 \leq 0.05$ ).

Table 6c also shows that if all other factors remain constant, a change in job characteristics will lead to 0.43 change in the commitment of law librarians' ( $\beta = 0.43$ ,  $p \leq 0.05$ ) while a change in institutional support will only lead to 0.39 change in the commitment of law librarians in Southwest, Nigeria ( $\beta=0.39$ ,  $p \leq 0.05$ ) at 95% level of confidence. This indicates that while both of job characteristics and institutional support are jointly significant as a predictor of the commitment of law librarians', job characteristics is more significant than institutional support. Therefore, based on the result shown by the regression analysis, null hypothesis was rejected as the researcher conclude that job characteristics and institutional support have joint significant influence on the commitment of law librarians' in Southwest, Nigeria.

#### **4.4 Discussion of Findings**

The study set out to examine the influence of job characteristics and institutional support on law librarians' commitment in Southwest, Nigeria. Research questions and hypotheses were developed to achieve this aim. This section discusses the findings resulting from the data

analysis. The study found a high level of law librarians' commitment in Southwest, Nigeria. It was particularly clear the task that the commitment that law librarians have to into their job is not too burdensome meaning that they are usually not too overwhelmed to give their best. They also find their tasks well suited to their skills. However, there are some expectations as a few respondents indicated being overwhelmed. Studies have supported the consideration of the impact of job characteristics on the services provided by librarians' generally, based on this research, by extension, law librarians' has a genuine way of affecting the commitment they put in their jobs.

This is considered necessary because law libraries needs to ensure that they retain the services of law librarians' who will deliver the level of services required and keep them in good physical and mental health so that they can continue to provide effective and reliable service<sup>1</sup>. As a result, scholars suggest specifically taking into cognizance the physical and mental wellbeing of law librarians' by considering the impact of their consistent commitment to the organisation on their health, safety and professional development. To focus on the toll that the services delivered has on law librarians' is a strategy to ensure that a high level of service is consistently delivered by an oraganisation. In a bid to achieve high level of commitment, management often put pressure on employees. Making them work extensive work-hours while earning below average wages.

The result is burnout, mental stress and genera dissatisfaction with the job. The result is intention to leave ones's current job. More specific elements that have been linked to burnout include less perceived support from c0workers and supervisors, greater, greater workload pressure, less perceived autonomy, and factors connected to law library users or patrons<sup>2</sup>. Although, this in a way do not affect law librarians' as much as the general librarians as they is more room of job autonomy given to them, most research that have

been conducted suggest that lower level of autonomy, greater perceptions of high emotional demands, and more negative views of management and supervisors are all associated with higher levels of turnover intention<sup>3</sup>. Along with ensuring law librarians' physical and mental well-being, organisations have also found that enhance capacity and skills of law librarians is also key to effective commitment. Demonstrating it with the services offered by law librarians'<sup>3</sup>.

It was discovered in the research that, in as much as law librarians' are willing to improve their commitment, the effort may be undermined by lack of the lack of skills in delivering the necessary services<sup>3</sup>. Therefore, enriching the jobs of law librarians' through different avenues such as provision of opportunities of using their capabilities in order that employees' performance as well as productivity goes up and impacts positively the environment of an organization and evening the manner for attaining the goals of organization. The enrichment of job increases depth of job, the level to which workers can plan as well as manage the task involved in their occupations<sup>4</sup>. The current study found that a high level of job characteristics among law librarians' in Southwest, Nigeria. The high level of job characteristics on law librarians' in Southwest, Nigeria has significant implications on the commitment given to their job. Not many empirical studies have consistently shown that the proper adopting of job characteristics improves various aspects of law librarianship that is why the researcher came up with the topic to create awareness of its benefits in different law libraries<sup>4</sup>.

The response to the third research question also revealed a high level of institutional support on law librarians' commitment in Southwest, Nigeria. Although, the research found also through the responses that some law librarians' are not given the full support they need from their organisation. The strong institutional support for law librarians' in Southwest,

Nigeria is critical for optimizing the commitment of law librarians'. Research has shown that robust institutional support positively impacts librarianship generally of which law librarianship is an extension. For instance, a study found that perceived institutional support in university libraries is heavily influenced by the quality of the relationship between the institution and the library, as evidenced by institutional concern for achievable collection development practices, library staff well-being, effective staff development policies, supervisor support, and fair treatment<sup>5</sup>. However, in a nation like Nigeria, institutional support that may lead to library personnel's dedication to collection growth and other library routines appears to be a misplaced priority as many librarians in Nigeria are not financially satisfied<sup>5</sup>. Financial rewards, technical assistance and management encouragement can enhance job satisfaction and staff retention. A strong institutional support contributes to a positive work environment, fostering a culture of continuous improvement and innovation<sup>5</sup>. The test of hypothesis one revealed a significant influence of job characteristics on law librarians' commitment.

The significant influence of job characteristics on law librarians' commitment align with empirical evidence demonstrating the advantages for the adoption of job characteristics. For instance, a study found that study concludes that the librarians of Bauchi State University are believed to have a positive job commitment and in that case, the institution is able to harness its organisational resources in such a way that such positive job commitment will bring about enhanced performance by every librarian that will aid the institution in achieving its targeted goal and objectives timely and efficiently<sup>6</sup>. The implication of this finding include a positive impact on the performance of law librarians' and the organisation as a whole.

The effect of job characteristics on organisations and employees' work outcomes are usually influenced by some critical psychological states such as meaningfulness of work, the job outcomes, and knowledge of the task results. The meaningfulness of work is the most important among the psychological states. Librarians need to understand the task given by their organisations and also have the knowledge, experience and anticipated outcome of their job. Importantly, every law librarian must understand their job descriptions and areas of specialisation to have presumed knowledge of the job<sup>7</sup>.

In another study among health workers in Nigeria, job autonomy and task identity was examined and the experience of burnout reported that job burnout has no effect on task identity and job autonomy. Organisations should have confidence in their employees to explore ideas of innovations and growth in their various organisations. Situations where employees do not have autonomy of their job and are unable to identify their job characteristics, could lead them to have job burnout, thus impacting negatively on the organisation's level of performance and productivity. Job autonomy, which is one of the components of job characteristics, is related to enhanced teamwork and personal growth, good attitude and higher responsibilities. Job autonomy reduces employees' workload, task interruption and relieves emotional exhaustion and mood disorder of employees in the organization<sup>8</sup>.

The test of hypothesis two revealed a significant influence of institutional support on law librarians' commitment. The significant influence of institutional support on law librarians' highlights the importance of creating a conducive work environment. Empirical studies have shown that management support and financial resources positively affect the maximum productivity of librarians'. The implication here includes improved users satisfaction and better library service outcomes<sup>9</sup>. Furthermore, institutional support

encourages staff development and career advancement. Law librarians' are more likely to stay motivated and committed when they receive support from their organisation. This contributes to a skilled and engaged workforce, which is crucial for providing high – quality library service. A study performed on stress and satisfaction at job among different universities in Lahore, Pakistan. The result of the study showed there are many major components that affect organization support of teachers. The findings of the research showed that promotion procedures are very important to enhance satisfaction level among university teachers<sup>10</sup>.

A scholar also carried out a research on the teachers of PU in order to find out advantages of salary and working environment which has great effect on job satisfaction. Outcome of the study may be seen that positive bond has been found in pay and organization support among teachers of PU, Lahore<sup>11</sup>. The study conducted on the support of government teachers and private colleges, Faisalabad, Pakistan, showed that there are a many explanations which disturb satisfaction level. It was assumed that those persons who adopt teaching profession for one – two or three- ten years will be less satisfied, and they have lower level of burnout than those teachers who have been in teaching profession for eleven- nineteen and twenty or more years. The research also explored the factors that affect satisfaction at job regarding demographic characteristics. The implications of the study disclosed that the study should also focus on federal and state university. Objective of the research was to explore those factors that contribute to increase dissatisfaction and satisfaction level<sup>11</sup>.

Another study conducted which stated that organizational support has a great impact on professional employees (e.g., doctors, nurses, lawyers) commitment. The result of the Explore that workers in private sector banks were content by salary, acknowledgement and working hours. A study conducted on the factors that affect the organization support and

Teacher's Retention. It is visible from results that absence of resources and facilities affect the teacher's decision whether they continue their profession. Relationship between stress and satisfaction at job is the basic determination of the study. The result of the study showed that years of teaching experience was not the important contributor towards organizational support and Burnout<sup>12</sup>. The third research hypothesis revealed that significant combined influence of job characteristics and institutional support on law librarians' commitment. The significant combined influence of job characteristics and institutional support on law librarians' commitment underscores the synergistic effects of these factors. While individual influences are substantial, their combination enhances the overall impact on law librarians' commitment<sup>12</sup>.

Empirical studies have shown that combining job characteristics such as skill variety, task identity, autonomy and feedback with a strong organisation support is a winning formula for law librarians' commitment<sup>13</sup>. A study reported positive relationships between job characteristics and organizational commitment, such as among university teachers in China, In Nigeria, it was found that only two dimensions of job characteristics (dealing with others and task identity) predicted organizational commitment among private sector workers in Anambra state of Nigeria. Comparing organizational commitment and job characteristics among private and public sector managers, the researcher found a stronger relationship between job characteristics and organizational commitment among private sector managers than their counterparts in the public sector<sup>14</sup>.

In the same, vein, a researcher found significant correlations between the components of job characteristics (autonomy, task identity, feedback and job challenge) and organizational commitment<sup>15</sup>. Among hotel workers in Turkey, interaction, feedback, and autonomy had significant impacts on affective commitment. Other studies found that only skill variety and

feedback were the aspects of job characteristics that had significant relationships with organizational commitment. Some studies have shown organizational commitment and autonomy to be positively related<sup>16</sup>. Much research has been conducted to identify the characteristics that impact employee commitment. A researcher found a link between all aspects of work characteristics (job diversity, job identity, importance, autonomy, and feedback) and organizational commitment<sup>17</sup>.

These studies collectively highlight the importance of considering both job characteristics and institutional support as intertwined elements in law librarians' commitment. They understood the need for institutions and organisations to not only invest in job characteristics solutions like skill variety, task significance, task identity, feedback and job autonomy but also create a supportive environment that encourages their effective use. The combined influence of job characteristics and institutional support has the potential to significantly enhance the quality, efficiency, and overall effectiveness of law librarians' commitment, which is crucial in providing optimal experience to law library users. In the contest of Southwest, Nigeria, recognizing and leveraging this combined influence can contribute to making law librarians' commitment effective and improve law library users' experience.

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## Chapter Five

### Conclusion

#### 5.1 Summary of Findings

The findings of this study which examined job characteristics, institutional support and law librarians' commitment in Southwest, Nigeria can be summarized as follows:

1. The study found a high level of law librarians' commitment to their libraries. It was particularly clear the task that law librarians' have to undertake is not too burdensome meaning that they are usually not too overwhelmed to give their best. Law librarians also find their tasks well suited to their skills and professionalism. However, there are some exceptions as a few respondents indicated being overwhelmed and feeling that there are not well placed.
2. The study also found a high level of job characteristics among law librarians'. This suggests that law librarians' in Southwest, Nigeria carry out work tasks assigned to them with outmost willingness which contributes to the achievement of organizational objects and hand satisfaction.
3. The study found a high level of institutional support for law librarians' in Southwest, Nigeria. Law librarians' reported strong support in terms of financial resources, technical expertise, and management encouragement.
4. The study found a significant influence of job characteristics on law librarians' commitment in Southwest, Nigeria. This implies that job characteristics positively impacts the effectiveness and efficiency of law librarians' commitment in law library settings and their overall performance.
5. The study found a significant influence of institutional support on law librarians' commitment in Southwest, Nigeria. Strong institutional support, in the form of

financial resources, technical assistance and management encouragement, is associated with better commitment by law librarians’.

6. The study found a significant combined influence of job characteristics and institutional support on law librarians’ commitment in Southwest, Nigeria. This indicates that when law librarians’ have access to both well-groomed job characteristics activities and institutional support, the positive impact on law librarians’ commitment is even more pronounced.

## **5.2 Conclusion**

The findings understood the pivotal role of job characteristics and institutional support in enhancing law librarians’ commitment in Southwest, Nigeria. The high level of job characteristics reflects the importance of the activities which it consists (skill variety, task significance, task identity, feedback and job autonomy). The institutional support, which includes financial support, technical support and management support, contributes significantly to the effectiveness and efficiency of law librarians’ commitment.

Moreover, the combined influence of job characteristics and institutional support demonstrates the synergistic of these three factors, highlighting the potential for further improvement in law librarians’ commitment when both elements are well integrated. The implication of this finding are multifaceted. Law librarians’ who have access to rich activities under job characteristics and robust institutional support are better positioned to provide high-quality, efficient, and patrons- centered care. This combination contributes to the overall effectiveness of law librarians’ commitment, as well as law librarians’ satisfaction and retention.

In conclusion, these findings and their implications emphasize the critical role of job characteristics and institutional support in relation to the commitment of law librarians, as supported by relevant empirical studies. Implementing measures to enhance of job characteristics adoption and provide a robust institutional support can lead to improved patron/library user care, law librarians' performance and law library outcomes. These findings contribute to the knowledge base for law library management and policy decisions, offering practical insights for optimizing law librarians' commitment in Southwest, Nigeria.

### **5.3 Recommendations**

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

1. The finding that some law librarians' perceive a mismatch between their skills and tasks indicates the need for capacity development and reorientation for law librarians' and the organisations that they work to ensure that all of them are properly suited to assigned tasks.
2. In view of prevalent use of job characteristics activities among the respondents, it is recommended that management of law institutions and establishments in Southwest, Nigeria should encourage continuous training and education for law librarians' to ensure that they keep updated their skills with respect to skill variety, task significance, task identity, feedback and job autonomy to maximize their benefits.
3. It is recommended that law library managements in Southwest, Nigeria continues to invest in institutional support, including financial incentives, technical assistance, and management encouragement, to create an environment where law librarians' can excel.

4. The significance of job characteristics to law librarians' commitment also indicates the need to further enhance job should ensure seamless integration of job characteristics systems within law institutions and organisations, promoting interoperability and user friendliness in their libraries.
5. Law library managements in Southwest, Nigeria should promote knowledge sharing and best practices within law libraries to learn from each other's successes in providing institutional support. Law librarians' relations should also be improved in order to understand what each librarian or group needs in order to get the best out of any form of institutional support provided.
6. It is also important to implement performance evaluation mechanisms to measure the impact of job characteristics and institutional support on law librarians' commitment. This is necessary to ensure that any additional investment in job characteristics and institutional support for law librarians' is yielding the expected increase in law librarians' commitment.

#### **5.4 Contribution to Knowledge**

This study contributes to the existing body of knowledge in several ways. It highlights the significant role of job characteristics and institutional support to law librarians' commitment. The study has made a reasonable contribution to knowledge by developing a conceptual model which outlines all the constructs of job characteristics, institutional support and law librarians' commitment. Through this model, the study was also made theoretical by integrating three different theories, namely; Allen & Mayer Model of Employee Commitment, Hackman and Oldman's theory of Job Characteristics and Institutional Support Theory into one single model. This has never been done in any of the previous studies that the researcher is aware of. The successful integration of these theories is a

further validation of their relevance to research in the African context. The study also contributed empirically through the collection, analysis and presentation of primary quantitative data from law librarians' in Southwest, Nigeria.

#### **5.4 Suggested Areas of Further Studies**

The study focused on only law librarians' in Southwest, Nigeria. Future studies can expand the scope to include:

1. Job characteristics of law librarians' in other geo-political zones in Nigeria.
2. Comparative study of government owned or private law libraries to highlight any differences or similarities.
3. Evaluating the effectiveness of institutional support amongst law librarians.
4. The role of law librarians' in enhancing library patronage in institutional libraries through the appropriate use of job characteristics.
5. Promoting the availability of institutional support by universities and other law establishments with law librarians.

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## LEAD CITY UNIVERSITY

### Department of Information Management

#### Questionnaire on Job characteristics, institutional support and law librarians' Commitment.

Dear Respondent,

I am a Master's student of Library and Information Science, Lead City University, Ibadan. I am conducting a study on **Job characteristics, institutional support and law librarians' commitment in Southwest, Nigeria**. This questionnaire is to gather data as part of the study. All information provided will be treated with utmost confidentiality.

Thank you for your anticipated co-operation.

Yours Sincerely,

#### Section A

#### Demographic Information

#### PART A: Background Information, Please tick as appropriate

**1. Name of Library:**

2. Academic qualification (Tick the highest qualification): ( ) Diploma, ( ) ND/HND, ( ) Bachelor's Degree. ( ) Master's Degree ( ) Ph.D others (Specify) .....

3. Gender: ( ) Male ( ) Female

4. Work Experience: ( ) Below 5 years ( ) 5-9 years ( ) 10-14years ( ) 15-19 years ( ) Above 20 years

5. Age: ( ) 20-29 years ( ) 30-39 years ( ) 40-49 years ( ) 50-59 years ( ) 60 years and Above

1. **Cadre:** ( ) University Librarian, ( ) Senior Librarian, ( ) Principal Librarian, ( ) Librarian I, ( ) Librarian II, ( ) Assistant Librarian, ( ) Chief Library Officer, ( ) Library Officer, ( ) Library Assistant

**Section B: Law Librarians' Commitment Scale**

Please indicate your level of agreement or disagreement with the following statements by a tick in the appropriate box:

Key: VH= Very High, H=High, L= Low, VL= Very Low

S/No	Item	VH	H	L	VL
	<b>Affective Commitment</b>				
1	I feel a very strong emotional connection to this library				
2	This library to a great extent holds a level of significance to me				
3	I have a strong enthusiasm for discussing this library with others				
4	I am very likely to spend my entire career with this library				
5	I can almost always complete tasks with minimal time and effort				
6	I usually feel responsible for this library's problems				
7	My level of attachment to this library is unique and difficult to replicate elsewhere				

8	My sense of belonging in this library feels like a family bond				
	<b>Continuance Commitment</b>				
9	I have a strong level of dependence on this library job for my current need				
10	I am extremely reluctant to leave this library due to the potential loss of benefits				
11	My concern about the lack of suitable alternatives has made me hesitant to leave this library				
12	My perceived lack of alternative options makes me unlikely to leave this library				
13	I am extremely stuck to this library, making it difficult to consider leaving				
14	I am extremely hesitant to leave this library job due to the potential disruption to my life				
15	The potential costs makes extremely deterred from leaving this library				
16	I am anxious about the potential consequences of quitting without a new job				
	<b>Normative Commitment</b>				
17	It is sensible to remain a staff in this library				
18	The level of contentment were better in the days when people stayed with one library for most of their careers				
19	I am extremely committed to the idea that library loyalty is paramount				
20	My level of motivation to stay in this library is due to a sense of moral obligation				
21	My willingness to jump from one library to another is unethical to me				
22	I am of the opinion that job hopping in libraries is frequent				
23	I extremely believe in the days when people stayed with one library from most of their careers				

24	I have a strong willingness to adapt my work practices based on feedback				
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### Section C: Job Characteristics of Law Librarians

Please indicate your level of agreement or disagreement with the following statements by a tick in the appropriate box:

Key: VH= Very High, H=High, L= Low, VL= Very Low

S/N	Items	VH	H	L	VL
	<b>Skill Variety</b>				
1	I know my job provides variety of experiences on the job				
2	I strongly believe that I have the required skills to handle the problem in my job				
3	The job I do is such that utilizes variety of skills, talents and abilities				
4	My job supports additional training and education				
	<b>Task Significance</b>				
5	How well I work affects the lives of other people				
6	My job influences day-to-day institutional success				
7	My job gives me a sense of achievement				
8	It is only when my job gets done, other jobs can be completed				
	<b>Task Identity</b>				
9	I am certain that once I start a task I have to finish it				
10	I understand the job from start to end to a great extent				
11	I am aware that I do a complete task from start to finish				
12	I know to a great extent that I have the chance to do an entire piece of work from beginning to end.				
	<b>Feedback</b>				

13	Satisfaction of my supervisor is known while doing my job				
14	Satisfaction of the library users are known while doing my job				
15	There is clear and direct information about job outcomes				
16	I receive on the job feedback from my superior about my activities.				
	<b>Job Autonomy</b>				
17	I can set my own schedule for completing assigned tasks				
18	My job gives me a chance to use my personal initiative and judgment in carrying out the work.				
19	My job provides opportunity of self-directed flexible working hours				
20	I have freedom to decide how I perform assigned tasks				

#### **Section D: Institutional Support for Law Librarians**

Please indicate your level of agreement or disagreement with the following statements by a tick in the appropriate box:

Key: SA= Strongly Agree, A=Agree, SD= Strongly Disagree, D= Disagree

S/N	<b>Institutional Support for Law Librarians</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
	<b>Management Support</b>				
1	The library policy is effective in encouraging quality services by law librarians				
2	The library management encourages everyone to be at their best				

3	The library encourages employees to develop their skills and career				
	<b>Financial Support</b>				
4	My institution provides financial rewards for extra duty				
5	My institution provides enough funds to support effective services by librarians				
6	My institution supports training and development of librarians				
	<b>Technical Support</b>				
7	The library management provides necessary handbooks and guides to explain my duties				
8	The library provides technical experts to service instrument and materials				
9	The library provides basic ICT training for the effective use of modern technology available in the library				

## BIO-DATA

### A. Personal Data

1. Name:	<b>Joan Blessing Kehinde - James</b>
2. Sex:	Female
3. Date and Place of Birth:	21st November, 1997, Egbeda, Lagos
4. Phone:	08100391409
5. State of Origin:	Edo State
6. Name and Address of Next of Kin:	Kehinde Mathew James, Omitola residence, Opposite foodfair supermarket, Ojo, ibadan.
7. Email:	joantafita24@gmail.com

### B. Institutions Attended with Dates

Lead City University	2022 – 2024
Nigerian Law School	2020 – 2021
University of Ibadan, Ibadan, Oyo State	2015 – 2020

### Educational Qualifications Obtained with Dates

Master of Library and Information Science (M.LIS)	2024
Bachelor of Laws (BL)	2021
Legum Baccalaureus (LL.B)	2020

### C. Work Experience and Date

<b>Joseph Ayo Babalola University, Ikeji – Arakeji, Osun State</b>	2023 Till Date
Position: Law Librarian II	
<b>Anchor University, Ayobo, Lagos State</b>	2023
Position: Adjunct Law Librarian	
<b>Ministry of Justice, Oke – Mosan, Abeokuta</b>	2022
Position: Junior State Counsel (NYSC)	
<b>Dipo Olasope (SAN) Chambers, Ibadan, Oyo State</b>	2018
Position: Student Legal Intern	

### D. Major Conferences Attended with Date

Nigerian Bar Association (NBA) Annual Conference	2024
Law Librarians' Workshop/Conference	2024
Nigerian Bar Association (NBA) Annual Conference	2023

**Referees**

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\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

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### **The University Compliance Certification**

This is to certify that this thesis by Joan Blessing KEHINDE – JAMES with Matriculation Number LCU/PG/005056 in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

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**Signature**

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**Date**

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