

## **An Assessment of Organisational Commitment of Female Librarians in Tertiary Institutions in Benue State, Nigeria**

**By**

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### **Abstract**

*This study investigated organisational commitment of female librarians in tertiary institutions in Benue state, Nigeria. The following objectives were covered: to determine normative, affective and continuance commitment of female librarians. The study adopted a quantitative methodology while the study used a correlation design. 111 female librarians were used as the population. Total enumerative sampling was used and a questionnaire was used as the research instrument. Descriptive statistics using frequency, percentage and measures of central tendency of mean and standard deviation were used to for the data analysis. Chi-square was used to test the hypothesis. Findings showed the level of the three aspect of organisational commitment of female librarians in the institutions under study was high. There existed a relationship between organizational commitment and age but not relationship existed between organizational commitment and educational qualification of female librarians. The study concluded that female librarians in the institutions studied are committed to their organisations. The study recommend that institutional authorities should work towards ensuring the maintenance of affective, normative and continuance commitment of library workers.*

**Keywords:** Affective, Normative, Continuance, Female librarians, and Tertiary institutions

### **Introduction**

Organisations desire to have workers who are absorbed into the goals of the organisation and who are willing to help achieve them. Organisations want a committed workforce that will make productivity gains for the organisation. It would be right to say organisational commitment is an important issue that owners and management of organisations have a keen interest in. The concept commitment to organisation has over the decades been of interest to librarianship and information practitioners as well as to managers of human resources and other fields, because its influences organisational and workers' productivity.

The concept is multifaceted term that deals with workers giving in their best in order to maintain the membership of the organisation and to help it achieve its set goals. Through it, workers are

willing to stay and continue to work for the development of the organisation. This commitment is seen as a tie between the workers and the organisation (Bucăța & Virca, 2022). However, this bond strength is hinges on several elements. One of such elements is the conduct of workers which has a strong tie with his or her commitment to the organisation. According to Meixner (2020) issue which are common among employee such as been absent and low productivity are reduced when workers are committed. The issue of commitment is globally held in high esteem. The case does not differ from organisations such as the library. The library is saddled with the responsibilities of providing services that will satisfy the clientele's information needs and as well meet the general need of the institution as the life stream. It will be of interest to note here that library personnel are very important to the library because they contribute to the development of the library. Thus, having workers with different skills and knowledge with no commitment to the library and it goals, the aim of the library will be defeated (Bucăța & Virca, 2022).

In other words, it is important to be able to maintain the commitment of library workers as this in the long run will lead to the achieving the target of the library. Where there is no commitment, the library suffers. To this end, library scholars, academic researchers and human resource managers have so much interest in the subject of employee commitment.

### **Research Problem**

There has been concern by scholars about library workers and their commitment to libraries. This concern is centered on the declining nature of commitment of library workers (Adegbaye *et al*, 2020, and Babalola *et al*, 2020). The issues of absenteeism, low productivity, as well as poor services offered to users of the library have been noticed. However, the organisational commitment of female librarians in particular lacks literature. Thus, this paper examined the organisational commitment of female librarians in tertiary institutions in Benue State.

### **Objectives of the Study**

The main aim is to investigate organisational commitment of female librarians in tertiary institutions in Benue State. The specific objectives of the study are to:

1. Determine the affective commitment level of female librarians in tertiary institutions in Benue State, Nigeria
2. Determine the normative commitment level of female librarians in tertiary institutions in Benue State, Nigeria
3. Determine continuance commitment level of female librarians in tertiary institutions in Benue state, Nigeria
4. Determine if a relationship exist between organizational commitment, age with educational qualification of female librarians in the institutions under study

### **Research Hypothesis**

The two null hypotheses will guide the study and will be tested at 0.05 level of significance.

**H<sub>0</sub>1:** Organizational commitment has no relationship with age of female librarians in the institutions under study

**H0<sub>2</sub>:** Organizational commitment has no relationship with educational qualification of female librarians in the institutions under study

### **Literature Review**

It cannot be said when the term organisation commitment started. Research has shown that it was discovered by Greenhaus in the late 1971. However, the term was not used in today's perception until Morrow developed it (Hafiz, 2017). In the view of Hafiz (2017), the author sees commitment as a tie that exist between workers and their employer. This tie when is strong enough, makes a worker to stay longer in an organisation where he or she is working. According to Gorgulu and Akilli (2017) organisational commitment has to do with the behaviour, the mind, and feelings of the workers in relation to the organisation. That is to say, commitment brings out works mind as well as devotion to the aims of the organisation. It can also be seen as how well a worker is devoted and is willing to add value to the success of the organisation. This commitment is an affiliation that brings workers and organisation together and an important factor in the success of the organisation (Fako, Nkhukhu-Orlando, Wilson, Forcheh & Linn, 2018). Organisation commitment has the following dimensions:

**Affective commitment:** Ogunbote and Unegbu (2023) sees it as the feeling that leads the worker to get involve with the organisation and as well identify with the organisation. Things such as sincerity, acceptance of the organisation and obeying the rules and working toward the attainment of the goals of the organisation comes as a result of having a positive feeling. Any worker who has such affiliation to the job has a strong will to be known with and to stay devoted to the organization (Ogunbote & Unegbu, 2023).

**Continuance commitment:** Suryai (2018), sees continuance commitment as the value associated with a worker exiting in an organisation or company. It can also be seen as a workers share he or she has invested in the organisation. The time, efforts, and money are referred to the investment of the employee and are taken into consideration as lose on the part of the worker if he or she leaves the organisation. These investment that a worker consider that he or she will lose if he or she leaves the organisation may also include but not limited to his or her benefits from the organisation such as pension plan, skills and mortgage rates (Cherian, 2018).

**Normative commitment:** According to Meyer and Allen cited in Suryani (2018) stated that this kind of commitment has to do with the desire to stay with the organisation. It is seen as a duty on the part of the worker to continue to be with the organisation. Normative commitment emphases the willingness of the worker not to leave the organisation. Chiazor, Eketu and Needorn (2018) stated that, this is the commitment of the employee to an organisation. This form of commitment go a long way to make a worker stay for long with an organisation while giving his or her best performance.

Adegbaye, Agboola, and Buraimo (2021) assessed the organizational commitment (affective, continuance, and normative) based on employees' demographic profiles (age, gender, marital status, and years of experience) in public university libraries in South-South, Nigeria. A cross-sectional survey research design was adopted for this study. The result from the descriptive analysis indicated a high level of library personnel commitment (mean = 3.50), while result from the t-test and one-way ANOVA test indicated that there were no significant differences in the

library personnel affective, continuance, and normative commitment based on gender, age, marital status and years of experience. However, there was a significant difference in the affective commitment of library personnel based on their years of experience. Similarly in the South western part of Nigeria, Adewoyin, Opeke, Ikonne and Madokoma (2020) investigated library personnel in public universities and their level of commitment, using survey. The data collected was analysed with the use of mean and standard deviation. It was found that affective commitment was high while normative and continuance were low. Also, the all of the personnel had a moderate commitment level.

In a bid to compare the level of organisational commitment in federal and state universities in south-south part of Nigeria, Udofia and Ibegwan (2019) used a descriptive survey while the population was 271. Mean and standard deviation were used by the researchers to analyse the data. The study found that both affective and normative commitment were high while continuance was low. To know the affective, normative and continuance commitment and the impact it has on job satisfaction of Technical universities faculty members, 341 members were used. The study found that affective and continuance commitment were moderate, while normative commitment was high. There was a moderate organisational commitment between private and government universities. On gender bases, commitment was reported to be average for male and female members.

Odunewu et al (2024) investigated organizational commitment as a determinant of librarians' turnover intention in universities in South-West, Nigeria. The population of the study consisted of 204 librarians working in 11 selected university libraries in South-West, Nigeria. The study used a survey research design and data were gathered through a structured questionnaire. The study found that turnover intention of librarians in universities in South-West, Nigeria was low indicating that they are not really keen about job changes. It also reveals that librarians' organizational commitment is high.

## **Methodology**

The study opted for survey as the research design. The whole population was used (total enumeration technique). 111 female librarians in tertiary institutions in Benue state made up the population. Reliability test was done using Cronbach alpha (value 0.785). Mean, percentage, frequency, and standard deviation were used to analyse the data, using Statistical Package for Social Sciences (SPSS). Pearson Chi-square was used to test the hypothesis. The mean of 3.0 was used as the bench mark for decision making.

## **Presentation of Results**

A total of 111 copies of the questionnaire were administered, out of which only 97 copies were returned. 9 institutions with an overall return rate (87.4%) had all questionnaires collected, showing a good engagement from respondents. However, 6 copies of the questionnaire returned were invalid, and therefore, only 91 copies of the questionnaire were valid for analysis.

**Table 1. Demographic information**

<b>Demographic Variables</b>	<b>Frequency</b>	<b>Percentages</b>
<b>Age</b>		
21–30 years	33	36.30%
31–40 years	53	54.60%
40–50 years	4	4.10%
50 and above	1	1.03%
<b>Total</b>	<b>91</b>	<b>100%</b>
<b>Working Experience</b>	<b>Frequency</b>	<b>Percentages</b>
Less than 1–5 years	64	65.90%
5–10 years	20	20.60%
10–15 years	7	7.20%
<b>Total</b>	<b>91</b>	<b>100%</b>
<b>Qualification</b>	<b>Frequency</b>	<b>Percentages</b>
ND/NCE	21	23.70%
B.Sc./HND	58	63.70%
Masters	9	9.80%
PhD	3	3.30%
<b>Total</b>	<b>91</b>	<b>100%</b>
<b>Marital Status</b>	<b>Frequency</b>	<b>Percentages</b>
Single	34	32.90%
Married	57	62.60%
Others	4	4.40%
<b>Total</b>	<b>91</b>	<b>100%</b>
<b>Unit/Section</b>	<b>Frequency</b>	<b>Percentages</b>
Circulation	14	15.40%
Technical	15	16.50%
Reference	10	10.90%
Serial	6	6.6%
Reserve	14	15.4%
Acquisition	12	13.2%
Automation	7	7.7%
Administration	8	8.8%
Others	5	5.5%
<b>Total</b>	<b>91</b>	<b>100%</b>

The result from Table 1 shows that majority of the respondents were aged 31-40 years (53 or 54.6%) followed by 21-30 years (33 or 36.3%); 40-50 years (4 or 4.1%) and 50 years and above

(1 or 1.03%). Further, 64 (65.9%) had less than 1-5 years of working experience; 20 (20.6%) 5-10 years and 7 (7.2%) 10-15 years. This indicated that majority had less than 1-5 years of working experience. 21 (23.7%) had ND/NCE, 58 (63.7%) had B.Sc/HND; 9 (9.8%) had Masters and 3(3.3%) had PhD. This shows that majority had B.Sc/HND. Table 4.3 shows that 34 (37.4%) of the respondents were single, 57 (62.6%) married and 4 (4.4%) fall under others. This shows that majority were married. The Table shows that 19 (20.9%) were in the circulation unit; 15 (16.5%) from the technical unit; 10 (10.9%) from the reference unit; 6 (6.6%) from serial; 14 (15.4%) from reserve; 12(13.2%) from acquisition; 8 (8.8%) from the administration unit and 7 (7.7%) from the automation unit. It can be concluded that majority were from the circulation unit.

**Table 2: Responses based on the Affective dimension of organizational commitment**

S/N	Items	SA	A	SD	DA	UD	Mean	STD
1	I would be very happy to spend the rest of my career with this organisation	23 (30.3%)	46 (50.5%)	3 (3.3%)	14 (15.4%)	-	3.90	1.14
2	I feel myself to be an integral part of this organisation	37 (40.7%)	38 (41.7%)	3 (3.3%)	8 (8.8%)	3 (3.5%)	4.03	1.14
3	I really feel as if this organisation's problems are my own	26 (28.6%)	40 (44.0%)	7 (7.7%)	10 (11.0%)	8 (8.8%)	2.73	1.24
4	This organisation has a great deal of personal meaning for me	33 (36.3%)	38 (41.8%)	6 (6.6%)	3 (3.3%)	9 (9.9%)	3.89	1.24
5	I do feel a strong sense of belonging to my organisation	36 (39.6%)	31 (34.1%)	4 (4.4%)	11 (12.1%)	9 (9.9%)	3.81	1.34
6	I do feel emotionally attached to this organisation	26 (28.6%)	43 (49.5%)	2 (2.2%)	10 (11.0%)	6 (6.6%)	2.94	1.17
<b>Cluster mean</b>							<b>3.58</b>	

It can be seen that 28 (30.8%) strongly agreed that they would be very glad to spend the rest of their work with their library; 46 (50.5%) agreed; 3 (3.3%) strongly, disagreed and 14 (15.4%) disagreed. 37( 40.7%) strongly agreed that they feel themselves to be an integral part of this organisation; 38 (41.7%) agreed; 3(3.3%) strongly disagreed; 8 (8.8%) disagreed and 5 (5.5%) are undecided. 26(28.6%) strongly agreed that they really perceive as if library's problems are their personal problem; 40 (44.0%) agreed; 7 (7.7%) strongly disagreed; 10 (11.0%) disagreed and 8 (8.8%) are undecided. 33 (36.3%) strongly agreed that their library means a lot to them; 38 (41.8%) agreed; 6 (6.6%) strongly disagreed; 5 (5.5%) disagreed and 9 (9.9%) are undecided. 36 (39.6%) strongly agreed that they are affiliated to their library; 31 (34.1%) agreed; 4 (4.4%)

strongly disagreed; 11 (12.1%) disagreed and 9 (9.9%) are undecided. 26 (28.6%) of the respondents strongly agreed that they have passion for their library; 45 (49.5%) agreed; 2 (2.2%) strongly disagreed; 10 (11.0%) agreed and 6 (6.6%) are undecided. It can be concluded that female librarians have a high affective commitment to their organisation.

**Table 3: Responses based on Continuance dimension of organisational commitment**

S/N	Items	SA	A	SD	DA	UD	Mean	STD
1	It would be difficult for me to leave this organization even when opportunity is elsewhere	30 (33.0%)	35 (38.5%)	5 (5.5%)	17 (18.7%)	4 (4.4%)	3.77	1.22
2	I believe that I have too few options to consider leaving this organization	29 (31.9%)	44 (61.6%)	4 (4.4%)	9 (9.9%)	2 (2.2%)	4.01	0.93
3	My commitment to this organization makes it difficult to work elsewhere	29 (31.9%)	48 (52.7%)	1 (1.1%)	5 (5.5%)	8 (8.8%)	3.93	1.16
4	Scarcity of alternative jobs makes it difficult to leave my present job	30 (33.0%)	40 (44.0%)	4 (4.4%)	10 (11.0%)	7 (7.7%)	3.84	1.22
5	Leaving this organization right now will disrupt the plans I have for myself	26 (28.6%)	42 (46.2%)	2 (2.2%)	13 (14.3%)	8 (8.8%)	3.86	1.26
6	Staying with my present organization is a matter of necessity	38 (41.8%)	35 (38.5%)	2 (2.2%)	10 (11.0%)	6 (6.6%)	3.98	1.22
<b>Cluster mean</b>							<b>3.73</b>	

It can be seen that 30 (33.0%) of the respondents strongly agreed that it would be difficult for them to leave this organisation even when opportunity is elsewhere; 35 (38.5%) agreed; 5 (5.5%) strongly disagreed; 17 (18.7%) disagreed and 4 (4.4%) are undecided. 29 (31.9%) strongly agreed that they believe that they have too few opinions to consider leaving this organisation; 47 (51.6%) agreed; 4 (4.4%) strongly disagreed; 9 (9.9%) disagreed and 2 (2.2%) are undecided. 29 (31.9%) of the respondents strongly agreed that their commitment to this organisation makes it difficult working elsewhere; 48 (52.7%) agreed; 1 (1.1%) strongly disagreed; 5 (5.5%) disagreed and 8 (8.8%) are undecided. 30 (33.0%) of the respondents strongly agreed that scarcity of alternative jobs makes it difficult to leave their present job; 40 (44.0%) agreed; while 4 (4.4%) strongly disagreed; 10 (11.0%) disagreed and 7 (7.7%) are undecided. 26 (28.6%) of the

respondents strongly agreed that leaving this organisation right now will disrupt the plans they have for themselves; 42 (46.2%) agreed; 2 (2.2%) strongly disagreed while 13 (14.3%) disagreed and 8 (8.8%) are undecided. 38 (41.8%) strongly agreed to staying with their present organisation is a matter of necessity; 35 (38.5%) agreed while 2 (2.2%) strongly disagreed; 10 (11.0%) disagreed and 6 (6.6%) are undecided. It is concluded that female librarians have a high Continuance Commitment (CC) to their organisations.

**Table 4: Responses based on normative dimension of organizational commitment**

S/N	Items	SA	A	SD	DA	UD	Mean	STD
1	I would feel guilty if I leave my present organization	32 (35.2%)	44 (48.4%)	4 (4.4%)	6 (6.6%)	5 (5.5%)	4.01	1.08
2	This organization deserves my loyalty	29 (31.9%)	45 (49.5%)	4 (4.4%)	7 (7.7%)	6 (6.6%)	3.92	1.13
3	I do feel an obligation to remain with my current employer	28 (30.8%)	41 (45.1%)	2 (2.2%)	5 (5.5%)	15 (16.5%)	3.36	1.39
4	I think that people these days move from one library to another too often	30 (33.0%)	43 (47.3%)	3 (3.3%)	14 (15.4%)	-	3.17	1.32
5	Jumping from one library to another is unethical to me	28 (30.8%)	37 (40.7%)	6 (6.6%)	10 (11.0%)	10 (11.0%)	3.18	1.32
6	If I get another offer for a better job elsewhere, I would feel it would not be right to leave my organization	34 (37.4%)	35 (38.5%)	7 (7.7%)	9 (9.9%)	6 (6.6%)	3.16	1.33
7	Times were better in the days when people stayed with one organization for most of their careers	28 (30.8%)	46 (50.5%)	3 (3.3%)	10 (11.0%)	4 (4.4%)	3.44	1.23
<b>Cluster mean</b>							<b>3.59</b>	

It can be seen that 32 (35.2%) of the respondents strongly agreed that they would feel guilty if they leave my present organisation; 44 (48.4%) agreed; 4 (4.4%) strongly disagreed; 6 (6.6%) agreed and 5 (5.5%) are undecided. 29 (31.9%) of the respondents strongly agreed that their organisations deserves their loyalty; 45 (49.5%) agreed; 4 (4.4%) strongly disagreed; while 7 (7.7%) disagreed and 6 (6.6%) are undecided. 28 (30.8%) strongly agreed that they do feel an

obligation to remain with their current employer; 41 (45.1%) agreed; while 2 (2.2%) strongly disagreed; 5 (5.5%) disagreed and 15 (16.5%) are undecided. 30 (33.0%) strongly agreed they think that people these days move from one library to another too often; 43 (47.3%) agreed; while 3 (3.3%) strongly disagreed; 14 and (15.4%) are undecided. 28 (30.8%) strongly agreed that jumping from one library to another is unethical to them; 37 (40.7%) agreed; 6 (6.6%) strongly disagreed; 10 (11.0%) disagreed and 10 (11.0%) are undecided. 34 (37.4%) strongly agreed that if they get another offer for a better job elsewhere, they would feel it would not be right to leave their organisation; 35 (38.5%) agreed; 7 (7.7%) strongly disagreed, while 9 (9.9%) disagreed and 6 (6.6%) are undecided. 28 (30.8%) strongly agreed that things were better in the days when people stayed with one organisation for most of their careers; 46 (50.5%) agreed; 3 (3.3%) strongly disagreed while 10 (11.0%) disagreed and 4 (4.4%) were undecided. It can be concluded that that female librarians have a high Normative Commitment (CC) to their organisation.

**Table 5: Result of chi-square for age and commitment**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	54.408 <sup>a</sup>	52	.000
Likelihood Ratio	61.171	52	.180
N of Valid Cases	91		

Pearson Chi-Square statistics,  $\chi^2 = 54.408^a$  in Table 4, the calculated p-value of 0.000 is less than the 0.05 level of significance. This shows a relationship existed between organisational commitment and age  $\chi^2 (N=91) = 54.40, p < 0.05$ . Therefore, null hypothesis is rejected and the alternative accepted.

**Table 6: Result of chi-square of education and commitment**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	94.342 <sup>a</sup>	104	.741
Likelihood Ratio	72.567	104	.992
N of Valid Cases	91		

The Pearson Chi-Square statistics,  $\chi^2 = 94.342^a$  in Table 5, the calculated p-value .741 is greater than the significant level which is 0.05. This signifies relationship does not exist between organisational commitment and educational qualification  $\chi^2 (N=91) = 94.34, p > 0.05$ . Hence, the null hypothesis is accepted.

**Summary of findings**

1. Female librarians have a high affective commitment to their organisation
2. Female librarians have a high Continuance Commitment (CC) to their organisations.
3. Female librarians have high Normative Commitment (CC) to their organisation.
4. Relationship does not exist between organisational commitment and age; however, it exists between educational qualification of female librarians

### **Discussion of Findings**

The findings showed an overall mean of 3.53 for affective commitment. This shows that female librarians' affective commitment to the library was high. This agreed with Adewoyin, Opeke, Ikonne and Madokoma (2020) investigation of commitment of librarians in the southern part of Nigeria and found affective to be higher while continuance and normative was low. Similarly, Chibuzor and Erhabor (2020) study of female support staff in the university and found affective commitment to be high. Continuance commitment has an average mean of 3.73, indicating that female librarians have a high continuance commitment to their library. The Findings disagree with Udofia and Ibegwan (2019) in southern part of Nigeria who found low continuance towards the organisations they work for. The result showed the cluster mean of 3.51 indicating that female librarians have a high normative commitment (NC) to their library. The findings are in line with Adegbaye, Agboola, and Buraimo (2021) assessed the organizational commitment in public university libraries in South-South, Nigeria. A cross-sectional survey research design was adopted for this study. The result from the descriptive analysis indicated a high level of library personnel commitment (mean = 3.50),

### **Conclusion and Recommendations**

Going by the findings of the study, affective, normative, and continuance commitment were found to be high among female librarians in tertiary institutions in Benue state. Implying that they are willing to stay, and work for their respective organizations. Thus, this emotional feeling workers have for the organisation, the feeling of obligation to stay and the cost benefit, is known and how it turn to benefit the organisation. The study recommended that since the overall level of commitment of female librarians was high, the status quo should be maintained.

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