Job Satisfaction as Predictor of Personnel Commitment in University Libraries in South – West, Nigeria

Badmus, Ibrahim Temitope[1]; Alhassan, Jibril Attahiru[2] & Ahmed, Abdulganiyi Okanla[3]

Department of Library Information Technology, Federal University of Technology, Minna

ABSTRACT: *This study investigated level of job satisfaction and its influence on personnel commitment in university libraries in South – West, Nigeria. The study used descriptive survey research design. The population of the study comprised of 1,163 personnel from public and private university libraries in South – West, Nigeria, out of which 643 personnel were sampled using multistage sampling technique. The instrument used for data collection was questionnaire. A total of six hundred and forty three (643) copies of the questionnaire were administered, out of which five hundred and forty one (541) copies representing 84.1% were retrieved and analysed. Data collected were presented and analysed using both descriptive and inferential statistics. Results indicated that level of job satisfaction was high in term of nature of work (Mean = 3.87), promotion opportunities (Mean = 3.30), Supervision (Mean = 3.14) and communication flow (Mean = 3.45). Also, the results revealed that job satisfaction significantly influenced personnel commitment in university libraries (p≤0.05). The study recommended that university policy makers should ensure that library personnel are given adequate recognition, ensure payment of living wages as well as provision of befitting work environment similar to their colleagues in other units or establishment.*

KEYWORDS: commitment, personnel, job satisfaction, libraries, university

INTRODUCTION

Libraries play crucial role in supporting institutional curriculum by meeting information needs of students, staff and other researchers in the academic community. As an academic organ of institutions, library has the responsibility for selecting, acquiring, organising, storing, retrieving and dissemination of information on books and non book materials that will assist in effective learning, teaching, research and recreational activities. Therefore, to achieve objectives of its establishment, library personnel must not only be qualified academically but committed.

Commitment is defined as a psychological relationship between employees and their organisations whereby the employees accept and ready to carry out the objectives set of the organisation, as well as having a strong influence in staying with the organisation (Rina, 2018). It is personnel's level of dedication to organisational goals and objectives as well as the desire of the employee to retain organisational membership. Committed personnel work diligently, dutifully, promote organisation's services or products and solicit for continuous advancement

of the organisation. Likewise, when personnel are committed, they creatively involved in the organisation's mission, values and constantly think about the ways to enhance organisations' jobs better as if the organisation belongs to them (Irefin & Ali, 2014). This means that such type of personnel can be trusted for the growth and development of the organisation.

In order to determine personnel commitment in organisations, studies have revealed different approaches, however, a multidimensional approach of three-component model developed by Meyer and Allen (1991), namely: affective commitment, continuance commitment and normative commitment has been a leading approach. Affective commitment is described as emotional attachment the personnel have towards the organisational goals. Continuance commitment is the personnel commitment based on the awareness of the cost associated with leaving the current organisation. This means that personnel commitment is based on cost-benefit analysis. Normative commitment is concerned with the feeling of obligations which personnel have towards organisation based on personal norms and values. Thus, it should be noted that all these three approaches to personnel commitment are related and could be resulted to organisational attitude and behaviour associated with punctuality, productivity, turnover and job performance of the personnel or employees (Davis, 2018; Fakol *et al.* 2018).

In view of the importance of personnel commitment in achieving organisational goals, researchers have not only interested in understanding the impacts of commitment on factors such as performance, turnover intention, job effectiveness and productivity, but more importantly have been trying to identify the factors that can either make or mar such commitment. Among the factor identified is job satisfaction of employee such as recognition, salary, career advancement, working conditions, responsibility, promotion opportunities among others.

Job satisfaction is defined as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience (Uysal, 2018). It is the degree to which personnel like their jobs and the outcome felt when expectations have been fulfilled. The concept of job satisfaction is not a new subject in work and organisational literature especially, library and information science. This is mainly because of the beliefs that job satisfaction can influence work effort, performance, absenteeism, turnover intention and personnel commitment. This, Yaya (2019) emphasised that job satisfaction improves personnel's efficiency in organisations especially in the academic libraries, as a job satisfied personnel is a productive, reliable and committed employee.

In recognition of the significance of library service to the university community, researches into factors that enhances job satisfaction of personnel has become inevitable. Researchers have found that there are various factors responsible for the job satisfaction of personnel. Some of these factors include: the level of pay and benefit; the perceived fairness of promotion in the organisation; recognition of personnel's achievement; favourable working condition and the ease or difficulties in carrying out the job itself (Attiq, 2017; Butt, 2018; Veress & Gavreliuc, 2018). In the same vein, Naseem (2018) pointed out that the constructs of job satisfaction consists of the job itself, fellow workers, supervision, organisation's policy and support, pay, promotion and advancement.

Thus, while some of these factors promote job satisfaction, the absence of some others leads to personnel's dissatisfaction but do not have direct effect on personnel's job satisfaction according to Herzberg's theory of job satisfaction. It is therefore necessary for management of university libraries to know factors that improve satisfaction among personnel and those that lead to dissatisfaction so as to guide against it. When personnel are satisfied, there is possibility that they would be more productive, efficient and committed to the organisation.

Statement of the Research Problem

The success or failure of any service oriented organisations such as university library depends on management of its personnel in terms of job satisfaction and commitment. From the preliminary investigation by the researcher to some universities in the South-West geo-political zone of Nigeria, it was revealed that many personnel in the university libraries have poor attitude to work. This is obvious in personnel's attitude such as lateness to work, absenteeism on flimsy excuse, dereliction of duties as well as high intention to leave the library if such opportunity arises. However, the researcher's interaction with some staff of the universities visited attributed the causes to many factors among which are: organisation injustices, poor remuneration; un-conducive work environment; poor recognition as well as lack of opportunity for career advancement. Therefore, the study investigated job satisfaction as predictor of personnel commitment in university libraries in South West, Nigeria.

Objectives of the Study

1.   To determine the level of job satisfaction of personnel in university libraries;
2.   To determine the influence of job satisfaction on personnel commitment in university libraries.

Research Questions

1.   What is the level of job satisfaction of personnel in university libraries?
2.   What is the influence of job satisfaction on personnel commitment in university libraries?

LITERATURE REVIEW

Concept of Personnel Commitment

Commitment is defined as dedication or promises to provide a service, product or loyalty to a particular person, organisation, cause, or belief, and a willingness to get involved (Mcintyre, 2016). One may be committed to people, to organisation or one's workplace as well as to ones career or profession. Building personnel commitment is undoubtedly very important for all organisations, because personnel are the main sources for continued success and performance. Researchers have defined personnel commitment differently. Personnel or employees or organisational commitment as interchangeably used in literature is defined as a psychological attitude that attaches an employee to an organisation in a manner that reduces his or her turnover intention (Allen & Meyer, 1991).

Israel *et al.* (2017) described personnel commitment as the collection of feelings and beliefs that employees have about their organisation as a whole. Faisal and Al-Esmael (2014) viewed personnel commitment as exertion of extra effort beyond that expected from employees; pride in the organisation; desire to stay in the organisation; internalisation of the values and goals of

the organisation; willingness to accept any job in the organisation in order to keep its membership; loyalty to the organisation; and considering the organisation as the best of all organisations.

Moreover, Rina, (2018) defined it as a psychological relation between employees and their organisation by accepting and carrying out the objectives set, as well as having a strong influence of staying with the organisation. According to Zhou *et al.* (2014), most scholars support the view of Allen and Meyer (1991) that personnel commitment reflects the psychological status between employee and organisations. Thus, in this study, personnel commitment is viewed as personnel's level of dedication to his or her organisational goals and objectives and his or her willingness to put more efforts in achieving such organisation's set objectives.

According to Allen and Meyer (1991), personnel commitment has three components, namely: affective commitment, continuance commitment and normative commitment. McShane and Von Glinow (2018) viewed affective commitment as concerned with worker's emotional attachment to, involvement in, and identification with the firm they are working with. Affective commitment is a sense of attachment and a feeling of belonging to the organisation. Individuals that have affective commitment are likely to influence others in the organisation to become more productive (Slack *et al.,* 2010). They opined that individuals that exude affective commitment have a more positive work experience and assist with strengthening the workforce, inside and outside of the organisation. Personnel who have a high level of affective commitment are brand ambassadors of their organisation since they can assist with increasing other employees' affective commitment levels by reason of their positive relationship with the organisation (Slack *et al.,* 2010).

Normative commitment on the other hand, is a feeling of obligation on the part of personnel to maintain membership of his or her organisation. The sense of obligation also derives from the employee having a positive experience that is attributed to the organisations showing an interest in them as an employee and a person (Rodrigo, 2012). Normative commitment is considered to be greater in the organisation where there are incentives of being an employee in the organisation (Allen & Meyer, 1991; Slack *et al*., 2010). Normative commitment increases when there are affective committed employees as well, considering they are the most fitting example of committed employees (Slack *et al*., 2010).

Continuance commitment is the extrinsic need to stay with the organisation, such as salary and benefits (Allen & Meyer, 1991). At the continuance stage, the employee is deciding if they should commit to the organisation based on economic and social cost. Having a high level of continuance commitment is not seen as positive, but, as a result, of the high cost of leaving the organisation (Allen & Meyer, 1991). In addition, with a decrease in desire and the cost of leaving being too high, the employee only performs the minimum, which decreases the quality of service provided to the community they serve (Allen & Meyer, 1991). Those who exemplify continuance commitment are less likely to motivate others to stay, if they are not happy in their own job setting. Continuance commitment is an influential factor in organisational commitment from the perspective of the employee (Slack et al., 2010). Employees who have low affective and normative commitment, and lack other opportunities of exploring work elsewhere have high levels of continuance commitment (Saygan, 2011). A high level of

continuance commitment proposes that the employee is only staying as long as they feel that they must for financial or other benefits.

The importance of personnel commitment has been documented in the literature. For instance, organisations seem to be interested in having highly committed employees, because it is commonly accepted that organisational commitment could lead to various organisational outcomes such as lower level of turnover, increased motivation, improved organisation citizenship behaviour, and continuous organisational support (Sanda & Kuada, 2016). In other words, personnel commitment is the key factor in determining organisational competitiveness which enhances the motivation, and engagement of employees (Azeem, 2010). Personnel commitment also has a strong association with employee behaviour and performance. If an employee feels committed to an organisation, the chances of his or her absenteeism and turnover intention will be lower. Geldenhuys *et al*. (2014) and Shantz *et al*. (2012) affirmed that the benefits of commitment can bring forth increased profits, cost savings, efficiency and innovation into an organisation.

Concept of Job Satisfaction
Job is referred to as occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction on the other hand, is the way one feels about events, rewards, people, relation and amount of mental gladness on the job (Somvir & Kaushik (2012). Thus, job satisfaction is an emotional response to a job situation which cannot be seen, but only be inferred. Job satisfaction is a very important attribute which is frequently studied in work and organisational literature. It is a multidisciplinary subject that many authors have borrowed from psychology, business administration, human resources management and other disciplines of organisational science in an attempt to define, measure, and interpret the significance of job satisfaction in their areas of study.

The concept and definition of job satisfaction are intertwined. Hassan and Romle (2015) described job satisfaction as the difference between what people want to acquire and what they actually obtained. This they argued that job satisfaction is an effective response of the worker to his/her job and that it is as a result or consequence of the worker's experience on the job in relation to his/her own values. This implies that if personnel expectation and values in the organisation is met, there is tendency that such personnel will be satisfied, otherwise, job dissatisfaction will set in. Afshar and Doosti (2016) viewed job satisfaction as the way one feels about occasions, rewards, individuals, relation and measure of mental happiness at work. Cronley and Kim (2017) defined job satisfaction as the pleasurable emotional state that results from the achievement of job values. In corroboration, Uysal (2018) viewed job satisfaction as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience. It is therefore library personnel's reactions from the appraisal of their job experience of providing information services to library users which could be positive or negative.

Research suggested that job satisfaction has emotional and behavioral components. The emotional components are the feelings of happiness, anxiety, boredom, and excitement evoked by the job while the behavioural components include early arrival, tardiness, working late, or faking illness in order to avoid work (Bernstein & Nash, 2008). In the same vein, job satisfaction has a direct bearing on behaviour in the workplace, with a good level of personnel's

job satisfaction improving the retention rate of employees and minimizing recruiting and training expenses. Satisfied employees perform their tasks better, and long-term employees usually have a greater level of skill and expertise, both of which lead to increased performance (Abuhashesh *et al.,* 2019).

In connection with what generally determines job satisfaction, it has been established by Ikonne *et al.* (2019) that many factors influence job satisfaction. They observed general job attitudes of employees such as attitude toward work group, general working conditions, attitudes toward the organisation, monetary benefits and attitude toward supervision are among the most important factors related to higher job satisfaction. In addition, work nature, work conditions, remuneration, advancement, communication, appreciation, organisational procedures and policies, and job security were indicated as important construct in determine personnel's job satisfaction (Halcomb *et al.,* 2018).

Tinuoye *et al.* (2016) studied job satisfaction of library professionals of Edo and Delta states university libraries in Nigeria and explored the factors influencing the job satisfaction of librarians. The finding revealed working environment, promotion, salary and wages, and training need for professional enhancements as strong factors influencing job satisfaction of librarians in academic libraries. Hence, Adebayo (2014) suggested that the issue of job satisfaction among librarians and information professionals can be observed in attitudes towards the work, disillusionment in working tools availability, recognition, promotion, rewards, achievements and remunerations.

Yaya (2019) opined that if librarians are well catered for by the university authorities in the area of giving them due recognition for a job well done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations; their level of productivity will be greatly improved.

Adeeko *et al.* (2017) corroborated above views that it is necessary to provide an improved working environment in the Nigerian university libraries so as to enhance high job performance through employees' satisfaction. This was also supported by Somvir and Sudha (2012) in their investigation that job satisfaction among library experts is not related to their sex, the kind of library in which they worked, or their professional needs, but with the qualities of their job environment.

METHODOLOGY

The study used descriptive survey research design. The population of the study comprised of 1,163 personnel from public and private university libraries in South – West, Nigeria, out of which 643 personnel were sampled using multistage sampling technique. Questionnaire was used as instrument for data collection with reliability of 0.78 and 0.91 for job satisfaction and personnel commitment respectively. A total of six hundred and forty three (643) copies of the questionnaire were administered, out of which five hundred and forty one (541) copies representing 84.1% were retrieved and analysed. Data collected for the study were presented and analysed using both descriptive and inferential statistics.

RESULTS

Table 1: Level of job satisfaction of personnel in university libraries

S/N	Statement	VHL	HL	ML	LL	VLL	M	SD
	Nature of Work							
1	I am satisfied with my job duties	156 (28.8%)	308 (56.9%)	19 (3.5%)	58 (10.7%)	0 (0%)	4.04	0.867
2	I am satisfied with my job	62 (11.5%)	337 (62.3%)	28 (5.2%)	111 (20.5%)	2 (0.4%)	3.70	1.577
	Average Mean Score						**3.87**	
	Career Advancement							
3	The supports to attend conferences/seminars by my university is satisfactory	48 (8.9%)	208 (38.4%)	34 (6.3%)	224 (41.4%)	27 (5.0%)	3.05	1.163
4	My university always sponsors the training I need to develop my skills	23 (4.3%)	90 (16.6%)	8 (1.5%)	344 (63.6%)	76 (14.0%)	2.33	1.046
	Average Mean Score						**2.69**	
	Recognition							
5	The way my university appreciates my creativity at work is satisfactory	38 (7.0%)	199 (36.8%)	22 (4.1%)	279 (51.6%)	3 (0.6%)	2.98	1.090
6	I am satisfied with the recognition received on my contribution to university success	26 (4.8%)	175 (32.3%)	9 (1.7%)	328 (60.6%)	3 (0.6%)	2.80	1.052
	Average Mean Score						**2.89**	
	Promotion Opportunities							
7	The way my promotion comes as at due is satisfactory	74 (13.7%)	262 (48.4%)	31 (5.7%)	98 (18.1%)	74 (13.7%)	3.30	1.295
8	I am satisfied with promotion career in my library	27 (5.0%)	311 (57.5%)	5 (0.9%)	188 (34.8%)	10 (1.8%)	3.29	1.055
	Average Mean Score						**3.30**	
	Working Conditions							
9	My work environment is very conducive	43 (7.9%)	93 (17.2%)	18 (3.3%)	305 (56.4%)	82 (15.2%)	2.46	1.153
10	I am satisfied with the provision of resources that make my work effective	63 (11.6%)	118 (21.8%)	23 (4.3%)	270 (49.9%)	67 (12.4%)	2.70	1.262
	Average Mean Score						**2.58**	
	Salary							
11	The way my salary is being paid as at due is satisfactory	80 (14.8%)	260 (48.1%)	1 (0.2%)	167 (30.9%)	33 (6.1%)	3.35	1.228

12	My salary is adequate with my job in this library	22 (4.1%)	124 (22.9%)	10 (1.8%)	354 (65.4%)	31 (5.7%)	2.54	1.033
	Average Mean Score						**2.95**	
	Supervision							
13	My supervisor is fair and supportive	50 (9.3%)	281 (52.3%)	13 (2.4%)	146 (27.2%)	47 (8.8%)	3.26	1.205
14	I am satisfied with my library leadership style	62 (11.5%)	221 (40.9%)	19 (3.5%)	139 (25.7%)	100 (18.5%)	3.01	1.366
	Average Mean Score						**3.14**	
	Communication Flow							
15	I receive the information needed to do my job effectively	39 (7.2%)	278 (51.4%)	22 (4.1%)	151 27.9%)	48 (8.9%)	3.37	2.511
16	I am satisfied with the channels of communication in my library	133 (24.6%)	215 (39.7%)	18 (3.3%)	155 (28.7%)	20 (3.7%)	3.53	1.240
	Average Mean Score						**3.45**	
	Aggregate Average Mean Score						**3.12**	

Key: VHL = Very High Level, HL = High Level, ML = Moderate Level, LL = Low Level, VLL = Very Low Level, M = Mean, SD = Standard Deviation

As shown in Table 1, respondents are highly satisfied with nature of work, communication flow, supervision, and promotion opportunity. However, respondents are not satisfied with career advancement, recognition, salary and work condition. In overall, the aggregate mean score of job satisfaction of personnel in university library was 3.15. This implies that personnel in university libraries have a moderate level of job satisfaction.

Table 2: Regression Analysis of Job Satisfaction and Personnel Commitment

R	R Square		Adjusted R Square	Std. Error of the Estimate		
0.563	0.317		0.315	3.7653		
A N O V A						
Model	Sum of Squares	DF	Mean Square	F	P	Remark
Regression Residual Total	66.273 143.014 209.287	1 539 540	66.273 0.265	249.775	0.000	Sig.

With $p<0.05$, table 2 revealed that the null hypothesis that job satisfaction does not significantly influence personnel commitment was rejected. This implies that there is significant influence of job satisfaction on personnel commitment in university libraries in Nigeria.

DISCUSSION OF FINDINGS

Research question one sought to find the level of job satisfaction of personnel in university libraries in South – West, Nigeria. Finding in this study revealed that personnel in university libraries have high level of job satisfaction. This could have been possible as a result of high response rate of personnel to nature of their work in the university libraries. That is, personnel in the university libraries believed that they enjoy their work and work scheduled in the university library. Likewise, the good working relationship between the supervisors and employees could as well responsible for the high level of job satisfaction in university libraries as most respondents rated their level of supervisor support very high.

This finding is consistence with previous finding of Baah and Amoako (2011), Hassan and Romle (2015), Halcomb *et al.* (2018), Ikonne *et al.* (2019) and Yaya (2019) that the motivational factors help employees to find their worth with respect to value given to them by organisation and ultimately increase employees' happiness. The finding also supported the view of Oyovwevotu (2017) that the job satisfaction of library officers has a bearing on the way they carry out their professional duties and there exists a positive and significant relationship between intrinsic factors and job satisfaction of university library personnel.

Research question two investigated the influence of job satisfaction on personnel commitment in university libraries in South-West, Nigeria. Findings of the study revealed that job satisfaction positively influenced personnel commitment in university libraries. This is in consonance with Suri and Petchsawang (2018), Lalitamishra (2017) and Mitonga-Monga *et al.* (2018)   that job satisfaction can increase employee commitment to achieve organizational goals.

CONCLUSION AND RECOMMENDATION

The study concluded that nature of work, communication flow, supervision, promotion opportunity, career advancement, recognition, salary and work condition are indispensable factors in achieving personnel commitment in university libraries in Nigeria. This shows that when employees are satisfied with these factors, their level of job satisfaction will not only increase, but also reflect in upward improvement in their commitment to the organisational goals. The study therefore recommended that university policy makers should ensure that library personnel are given adequate recognition, ensure payment of living wages as well as provision of befitting work environment similar to their colleagues in other units or establishment. Through this, achieving world best university will be made possible soon in Nigeria.

REFERENCES

Abuhashesh, M., Al-Dmour, R, & Masa'deh, R. (2019). Factors that affect employee's job satisfaction and performance to increase customers' satisfactions. *Journal of Human Resources Management Research*, doi: 10.5171/2019.354277. Retrieved on October 9, 2019 from http://ibimapublishing.com/articles/JHRMR/2019/354277

Adebayo, O. F. (2014). *Career progression, work motivation and leadership styles as factors affecting job satisfaction of library personnel in the Federal Civil service of Nigeria.* (Unpublished Thesis). University of Ibadan.

Adeeko, K., Aboyade, W.A, & Oyewole, G. O. (2017). Job satisfaction and self-efficacy as determinants of job performance of library personnel in selected university libraries in South West Nigeria. *Library Philosophy and Practice and Practice.* Retrieved from http://digitalcommons.unl.edu/libphilprac/1557utm

Afshar, H. S., & Doosti, M. (2016). Investigating the impact of job satisfaction/dissatisfaction on Iranian English teachers' job performance. *Iranian Journal of Language Teaching Research*, 4(1), 97–115. Retrieved on January 9, 2019 from www.urmia.ac.ir/ijltr.

Allen, N. J., & Meyer, J. P. (1991).The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of occupational psychology*, 63(1), 1-18.

Attiq, S. (2017).The impact of employees' core self-evaluation personality trait, management support, co-worker support on job satisfaction, and innovative work behaviour. *Pakistan Journal of Psychological Research*, 32(1), 247-271.

Azeem, S. M. (2010). Job satisfaction and organisational commitment among employees in the Sultanate of Oman. *Psychology*, 1(4), 295-302.

Bernstein, D. A., & Nash, P. W. (2008). *Essentials of Psychology*,4th ed., Boston: Cengage Learning.

Butt, R. S. (2018). Effect of motivational factors on job satisfaction of administrative staff in telecom sector of Pakistan. *Journal of Economic Development, Management, IT, Finance and Marketing,* 10(2), 47-57.

Cronley, C. & Kim, Y. K., (2017). Intentions to turnover: Testing the moderated effects of organisational culture, as mediated by job satisfaction, within the Salvation Army. *Leadership & Organisation Development Journal*, 38(2), 194-209.

Davis, L. R.(2018). Employee perceptions of organisational corporate responsibility and their effect on employee organisational commitment. *UNLV Theses, Dissertations, Professional Papers, and Capstones.* Retrieve on July 29, 2019 from https://digitalscholarship.unlv.edu/thesesdissertations/341.

Faisal, M. N., & Al-Esmael, B. A. (2014). Modeling the enablers of organisational commitment. *Business Process Management Journal*, 20(1), 25-46.

Geldenhuys, M., Laba, K. and Venter, C.M. (2014). Meaningful work, work engagement and organisational commitment. *South African Journal of Industrial Psychology*, 40(1), 1-10.

Halcomb, E., Smyth, E. & Mcınnes, S. (2018). Job satisfaction and career intentions of registered nurses in primary health care: an integrative review. *BMC Family Practice*, 19(136), 1-14.

Hassan, A. I. & Romle, A. R. (2015). Intrinsic factors of job satisfaction among lecturers of Bauchi state university Gadau, Nigeria. *International Journal of Administration and Governance*, 1(4), 87-91.

Ikonne, C . N., Unegbu, V. E., Soyemi, O. D. & Arinola, A. A. (2019). Correlational analysis of self-efficacy and job satisfaction of librarians in public universities in South-West, Nigeria. *Library Philosophy and Practice (e-journal).* 2356. Retrieved from https://digitalcommons.unl.edu/libphilprac/2356.

Irefin, P. & Ali, M. (2014). Effect of employee commitment on organisational performance with special interest in Coca Cola Nigeria Limited. *IOSR Journal Of Humanities And Social Science*, 19(3), 33-41.

Israel, B., Kifle, W., Tigist, D. & Fantahun, W. (2017). Organisational commitment and its predictors among nurses working in Jimma University Specialized Teaching Hospital, Southwest Ethiopia. *Primary Health Care*, 7-262. doi:10.4172/2167-1079.1000262

Lalitamishra, D. (2017). A study of employee satisfaction and organisational commitment of the teaching and non teaching staff. *International Journal of Engineering Research and Applications (IJERA)* , 8 (1), 35-39.

Mcintyre, R. (2016). Definition of commitment. Retrieve on November 23, 2019 from https://www.linkedlin.com>pulse

McShane, S. L. & Von Glinow, M. (2018). Organisational Behaviour. New York : McGraw-Hill Education

Mitonga-Monga J., Flotman, A. P. & Cilliers, F. (2018). Job satisfaction and its relationship with organisational commitment: A Democratic Republic of Congo organisational perspective. *Acta Commercii*, 18(1). Retrieved on October 5, 2019 from http://www.actacommercii.co.za. doi. org/10.4102/ac.v18i1.578

Naseem, K. (2018). Job stress, happiness, and life satisfaction: the moderating role of emotional intelligence empirical study in telecommunication sector Pakistan. *Journal of Social Sciences*, 4(1), 7-14.

Rodrigo (2012). How can HRM practices influence employee commitment and overcome high employee turnover. *The WritePass Journal*. Retrieved from https://writepass.com/journal/.

Sanda, M. A., & Kuada, J. (2016). Influencing dynamics of culture and employee factors on retail banks' performances in a developing country context. *Management Research Review*, 39(5),599-628.

Saygan, F. N. (2011). Relationship between affective commitment and organisational silence: A conceptual discussion. *International Journal of Social Sciences and Humanity Studies*, 3(2), 219-227. Retrieved from http://www.sobiad.org/eJOURNALS/journal_IJSS/index.html

Slack, F., Orife, J., & Anderson, F. (2010). Effects of commitment to corporate vision on employee satisfaction with their organisation: An empirical study in the United States. *International Journal of Management*, 27(3), 421. Retrieved from http://www.theijm.com/ Social.

Solinger, O. N., Oliffen, W. & Roe, R. A. (2008). Beyond the three-component model of organisational commitment. *Journal of Applied Psychology*, 93(1), 70-83. doi: 10.1037/0021-9010.93.1.70.

Somvir, S. K. & Sudha, S. (2012). Job Satisfaction among library professionals in Haryana State. *International Journal of Scientific and Research Publications*, 2(5), 1 – 4. Retrieved from: www.ijsrp.org/research_paper_may2012/ijsrp-

Suri, M. & Petchsawang, P. (2018). Relationship between job satisfaction, organisational commitment and demographic variables in private banking sector in Bangkok. *International Journal of Business and Economics,* 10(2), 167-189.

Tinuoye, G. O., Omeluzor, S. U. & Akpojotor, L.O. (2016). Factors influencing job satisfaction of academic librarians in university libraries in Edo and Delta states, Nigeria. *Electronic Library*, 34(6), 985-996.

Uysal, S. (2018).Researching of job satisfaction levels of public personnel who have worked in agricultural services. *Journal of Yasar University*, 13(49),1-8.

Veress, Z. E. & Gavreliuc, A. (2018). Organisational commitment, organisational justice and work satisfaction: a comprehensive model in a Romanian organisational setting. *Romanian Journal of Applied Psychology*, 20(2), 60-69.

Yaya, J. A. (2019). Job satisfaction among librarians in Nigerian public universities. *Journal of Library Services and Technologies,* (2019), 1(1), 73-92.

Zain, A. N. & Setiawati, T. (2018).The influence of work family conflict and job satisfaction on medical employee performance through the organisational commitment in PKU Muhammadiyah Hospital Yogyakarta, Indonesia. *Review of Integrative Business and Economics Research*, 8(1), 88-94.

Zhou, J. W., Plaisent, M., Zheng, L. L. & Bernard, P. (2014). Psychological contract, organisational commitment and work satisfaction: Survey of researchers in Chinese state-owned engineering research institutions. *Open Journal of Social Sciences*, 2, 217-225. http://dx.doi.org/10.4236/jss.2014.29037