PERCEIVED ORGANISATIONAL SUPPORT AND LIBRARIANS' COMMITMENT: EVIDENCE FROM PUBLIC UNIVERSITIES IN SOUTH-SOUTH NIGERIA

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Abstract

Purpose: *This paper examined the influence of perceived organisational support on librarians' commitment in public universities.*

Design/Methodology/Approach: *The study adopted survey research design. A total enumeration was used to cover a population of 515 librarians from 16 public universities in South-South Nigeria. A structured questionnaire that measured variables in the study was adapted, validated and the Cronbach's alpha reliability coefficients obtained for the constructs ranged from 0.87 to 0.96. The response rate obtained was 77.7%. Data were analysed using descriptive and inferential statistics.*

Findings: *The study revealed a high level of commitment among librarians in public universities in South-South Nigeria. Affective commitment was high (M = 3.86) while continuance (M = 3.37) and normative (M = 3.29) was moderate. Findings further revealed that perception of organisation support was high among librarians in public universities in South-South Nigeria (M = 3.86). Perceived organisational support significantly influenced librarians' commitment (Adj. R^2 = 0.232, F(3, 398) = 41.160, p < 0.05). Only management support (β = 0.273, t = 4.608, p < 0.05) and co-workers' support (β = 0.223, t = 4.472, p < 0.05) significantly influenced librarians' commitment; supervisor's support (β = 0.113, t = 1.755, p > 0.05) had no significant influence on librarians' commitment in public universities in South-South Nigeria.*

Originality/Value: *This paper captured perceived organisational support (POS) from the angles of management, supervisor and co-worker, a perspective of POS which perhaps has not been empirically verified in past research, especially in the field of librarianship. The paper concluded that perceived organisational support is a good determinant of librarians' commitment.*

Paper Type: *Empirical Research*

Keywords: *Librarians' commitment, Libraries, Perceived organisational support, Public universities*

Introduction

The success of every organisation including university libraries largely depends on the contributions of committed employees. Simply put, university libraries may not be able to realise their goals without a reasonable level of librarians' dedication and commitment. The proliferation of competing online information providers has lead to increasing expectations and demands from users, as a result users are willing to settle for nothing less than quality information service delivery from the library. Therefore, in order for libraries to justify their existence as well as gaining a lasting competitive advantage in the face of these new demands and pressures, it becomes a matter of necessity for university libraries to improve their services at all levels. Given such circumstances, the library requires stable, skilled, highly motivated,

satisfied and committed library personnel at the various levels, departments and sections.

Commitment is the level of dedication an individual has towards the organisation and its goals and values that bond him/her to the organisation (Nazir, Shafi, Qun, Nazir, & Tran, 2016). According to Meyer and Allen (1997), an employee could be committed affectively (i.e. affection for the goals and values of the organisation), continuance wise (i.e. attachment as a result of accumulated investments in the organisation or fear that there is no other job if he losses) the joband normatively (i.e. attachment due to feeling of moral obligation to reciprocate good deeds received from the organisation) to their organisations. These different dimensions of commitment are very important to university libraries, given the fact that librarians occupy a central position in the

university system. It is, therefore, crucial for library managers to be mindful of these different dimensions of commitment among library personnel so that the goals of the library can be achieved.Madi, Abu-Jarad and Alqahtani (2012)contended that employee commitment may not be only be as a result of inherent characteristics of the job, but the organisational factors such as perceived organisational support.

The perception an individual has concerning their organisation being supportive may come through three sources, the management, supervisors and co-workers. This is a new perspective of viewing perceived organisational support that has been proposed in the literature in recent times. Thus, organisational policies, procedures and decisions carried out by agents of the organisation are attributed to the organisation rather than the inclination of the human agents. Agents such as top management, supervisor or leader and co-worker or peer are representatives of an organisation (Fuchs &Prouska, 2014). They are considered as the embodiment of the organisation, given that the organisation is a made up of individuals who operate at different levels and carry out tasks and responsibility in order to achieve common goals of the organisation. It is a common knowledge that employees relate more with their supervisors and their colleagues from whom they can receive favourable treatment or otherwise. Accordingly, it can be said that support from supervisors and co-workers may contribute to the development of perceived organisational support. This implies that favourable treatments from organisational members can also be perceived in a global sense as organisational support. Based on the strength of this argument, it therefore follows that while studying the concept of perceived organisational support, the term organisation should not be restricted only to the organisation, but it should cover agents (management, supervisors and co-workers) as well.

The researcher's perspective of looking at perceived organisational support from these three dimensions stems from Levinson's (1965) propositions that organisational members are agents of the organisation, who provide work-related resources and carry out their roles on behalf of the organisation. His proposition was later integrated in the organisational support theory. The studies of Woo and Chelladurai (2012), and Fuchs and Prouska (2014) empirically supported Levinson's proposition. Based on these schools of thought, this present study will be viewing perceived organisational support construct from the angle of the three levels of support in the organisation, which are management, supervisor and co-worker. Support from these three levels is assumed to contribute to the development of employees' perception of organisation support, which ultimately would influence employees' commitment.

Employees' behaviour and attitude such as commitment in the workplace may be a function of the extent to which they perceive they have been treated fairly by the management (Pan, Chen, Hao, & Bi, 2018). Similarly, support from a supervisor is a significant source of the employee's perception of support from the organisation. Supervisor support creates positive feeling in employees that could fuel their commitment to the organisation (Camgoz & Karapina, 2016). Literature indicates that having sociable and compassionate colleagues lead to improved job satisfaction which may also translate to a higher commitment to the organisation (Chamberlain, Hoben, Squires, & Estabrooks, 2016). These three sources of perceived organisational support are germane to creating and sustaining a committed workforce

Regrettably, in a country like Nigeria, workplace observations and practices in university libraries have indicated commitment problems like absenteeism, low performance, turnover rate and decline in the quality of service delivery to users, which could negatively affect the library existence and continuity. Amusa and Iyoro (2013) noted that disconnect of library personnel from their job has become everyday phenomenon. Studies also confirmed that these lapses in commitment level are also noticed in University libraries in the South-South (Fika, Ibi, & Abdulrahman, 2016; Oyowvevotu, 2018).

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Studies have reported that perception of unsupportive work environment can impede the commitment level of employees. However, how far these factors hinder the commitment of library personnel has not been empirically proven or verified. In recognition of this gap, the present study investigated whether perceived organisational support could influence librarians' commitment in public universities in the South-South Nigeria.

Research Questions

The following research questions guided the investigation.

1. What is the level of librarians' commitment in public universities in South-South Nigeria?
2. To what extent do librarians perceived organisational support public universities in South-South Nigeria?

Research Hypotheses

The following null hypotheses were tested at 0.05 level of significance.

H_0: Perceived organisational support has no significant influence on librarians' commitment in public universities in South-South Nigeria.

Literature Review

Perceived organisational support and Employee commitment

Empirically, the relationship between perceived organisational support and employee commitment has been widely researched over the years and a positive relationship has been demonstrated between these two constructs. Such studies cut across different sectors, cultures and geographical context.

A study conducted by Rahmani and Heydari (2017) among 385 academic and non-academic staff of Islamic Azad University, Fars, Iran, established that POS has a significant and crucial effect on the affective, normative and continuance dimensions of organisational commitment. Similarly, Seyyedmoharrami, Dehaghi, Abbaspour, Zandi, Tatari, Teimori and Torbati (2019) found that creating supportive climate (trust, support and incentives of employees) make employees feel good about their work environment and consequently increases their level of commitment. Another study by Ateke and Akani (2018) examined the

nexus between perceived organisational support and commitment of customer-contact employees of eateries in Port Harcourt. The study concluded that POS correlates significantly with organisational commitment and that affective, continuance and normative commitment of customer-contact employees of eateries depends on POS.

Studies have shown that employees' perception of management fair treatment was directly and positively related to employee commitment (Ajala, 2015; Mayowa-Adebara, 2018). These findings are supportive of Akanbi and Ofoegbu's (2013) findings that employees may reciprocate fair treatment from the upper management, by actively committing to the organisation's affairs. The study of He, Lai and Lu (2011) found that among the indicators of organisational support (managerial support, co-worker support and role ambiguity) measured, managerial support has the greatest influence on employee commitment.

Salminen and Miettinen (2019) explored the influence of perceived development opportunities and supervisory support on affective commitment among nurses in a Finnish university hospital. Findings also revealed that supervisory support for development, opportunities to use one's competencies, organisational tenure and skills that are appropriate for present work demands were all predictors of affective commitment. Furthermore, Alkhateri, Abuelhassan, Khalifa, Nusari, and Ameen (2018) also carried out a study among teachers and found that employee perception of supervisor support significantly predicted an affective commitment. Their study revealed that a supervisor's considerations for their subordinate employees can lead to employees feeling important within the organisation and that appropriate encouragement could inspire employees to dedicate more effort towards the organisation. Studies have validated the relationship between co-worker support and organisational commitment.

The survey study conducted by Limpanitgul, Boonchoo and Photiyarach (2014) investigated how co-worker support influences the development of organisational commitment amongst Thai employees working in Thai and

American airlines. Findings revealed that significant relationships between co-worker support and affective and normative components of employee commitment were found in the Thai employees, whereas such relationships were not statistically significant among the US employees.

Theoretical Underpinnings

The commitment variable in this study was anchored on the Three-component theory of commitment proposed by Meyer and Allen (1997) and the perceived organisational support variable was anchored on the Organisational Support Theory (OST) proposed by Eisenberger, Huntington, Hutchison and Sowa (1986). The Three-Component Model (TCM) captures the three components of commitment (affective, continuance and normative) which reflect how employees become attached to the organisation. The theory explicates the psychological bond between an employee and his or her employing organisation. Application of this theory may help library administrators to understand these three forms of commitment among library personnel and to be able to know the appropriate inducement to offer them in order for them to put in their best and be committed to the library and the institution at large.

The OST suggests that the development of perceived organisational support is influenced by the employee's tendency to assign human characteristics to organisations (Rhoades & Eisenberger, 2002; Aselage& Eisenberger, 2003; Eisenberger et al., 1986). Since the organisation is considered as having a human characteristics, the actions performed by an organisation or its agents or members (working for organisational goals e.g., supervisors, co-workers) also implies actions by the organisation itself. This notion found its strength from Levinson (1965) proposition, which states that actions of agents are actions of the organisation. This implies that caring activities or favourable treatments from agents will be considered as care or favourable treatments from the organisation. Ahmed, Ismail, Amin and Ramzan (2011) explained that if an organisation is made up of human beings,

then, the employees may be affected by the decisions and deeds of three main parties i.e. management or organisations, seniors or supervisors and peers or co-workers. Implying that if employees such as librarians are given desired support by their organisations (perhaps through top management, supervisor support and co-worker), they tend to reciprocate by committing more to the accomplishment of the library's goals for growth and development (Eisenberger, Huntington, Hutchison & Sowa, 1986).

Methodology

The study adopted survey research design. The population of the study comprised 515 librarians from the 16 public universities in South-South Nigeria. Total enumeration was adopted because of the manageable size of the population. A validated structured questionnaire was used to collect data for the study. Items included in the questionnaire were adapted because they have been employed in other countries and in different industries or sectors. The response rate was 77.7%. All items in this study were measured on a five-point Likert-type scale (from 1- very low level/extent to 5- very high level/extent). Librarians' commitment was measured by 24 items adapted from a scale developed by Meyer and Allen (1993). A sample item includes, "I do feel a strong sense of belonging in this library". Its' Cronbach's alpha coefficients was 0.87. POS was measured by 24 items from Eisenberger et al. (1986), Burns (2016), Limpanitgul et al. (2014), Puah et al. (2016), and Xu, (2017). A sample item for POS is "The library really cares about my well-being". The Cronbach's alpha was 0.96.The instrument was considered reliable, since the Cronbach's alpha values obtained were more than 0.70 (Obeka, 2011). Data were analysed using descriptive and inferential (multiple regression) statistics with the use of Statistical package for Service Solution SPSS 21.0 version.

Results

Research Question One: Whatis the level of librarians' commitment in public universities in South-South Nigeria?

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Table 1: Descriptive analysis of librarians' commitment in public universities in South-South Nigeria

Statements	Mean	Standard Deviation
Affective Commitment (Mean = 3.86)		
1. I do feel a strong sense of belonging in this library.	4.22	0.83
2. I do feel 'emotionally attached' to this library.	3.94	0.91
3. This library has a great deal of personal meaning for me.	3.93	0.97
4. I enjoy discussing this library with people outside it.	3.88	0.99
5. I would be very happy to spend the rest of my career with this library.	3.87	1.10
6. I really feel as if this library's problems are my own.	3.74	1.14
7. I think I could not easily become attached to another library as I am to this one.	3.65	1.09
8. I do feel like 'part of my family' in this library.	3.62	1.13
Continuance Commitment (Mean = 3.37)		
1. Right now, remaining on this job in this library is a matter of necessity to me.	3.59	1.16
2. One of the major reasons I continue to work in this library is that leaving would require considerable sacrifice-another library may not match the overall benefits I have.	3.50	1.20
3. One of the few negative consequences of leaving this library would be the scarcity of available alternatives.	3.42	1.19
4. I feel I have too few options to consider leaving this library.	3.41	1.26
5. It would be very hard for me to leave my library right now even if I wanted to.	3.33	1.21
6. Too much of life would be disrupted if I decided to leave my job at this library right now	3.29	1.26
7. I feel it would be too costly for me to leave my library in the near future.	3.23	1.26
8. I am afraid of what might happen if I quit my job without having another one lined up.	3.18	1.31
Normative Commitment (Mean = 3.28)		
1. I do think that wanting to be a staff in this library is still sensible.	3.50	1.18
2. Things were better in the days when people stayed with one library for most of their careers.	3.42	1.23
3. I do believe that a person must always be loyal to his or her library.	3.37	1.25
4. One of the major reasons I continued to work for this library is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	3.27	1.23
5. Jumping from one library to another is unethical to me.	3.19	1.32
6. I think that people these days move from library to library too often.	3.18	1.32
7. I was taught to believe in the days when people stayed with one library from most of their careers.	3.16	1.27
8. If I get another offer for a better job elsewhere, I would feel it would not be right to leave my library.	3.16	1.33
Librarians' Commitment (Mean = 3.50)		

Source: Field Survey, 2020.

Decision rule: 1-1.49= very low level; 1.5-2.49 = low level; 2.5-3.49 = moderate level; 3.5-4.49 = high level; 4.5-5.0 = very high level. The cut-off mean is 3.0.

Librarians in public universities in South-South Nigeria considered their commitment to be high (mean = 3.50) on the scale of 5 points. However, considering the three measures of commitment, the librarians responses showed that they were more affectively committed with a mean score of 3.86, followed by continuance commitment (mean = 3.37) and normative commitment (mean = 3.28) which was rated moderate by the respondents. This may suggest that the affectionate connection of librarians to their libraries is highly remarkable. The items

that mostly confirmed the affective commitment of librarians was that they felt a strong sense of belonging in their library (mean = 4.22) and that they do feel emotionally attached to their library (mean = 3.94). On the continuance commitment, librarians agreed that remaining on the job their library of necessity to them (mean = 3.59), that leaving their library would require considerable sacrifice of which another library may not match the overall benefits they have (mean = 3.50). Considering normative commitment, librarians'

were of the opinion that wanting to be a staff of the library was still sensible (mean=3.50) and that they believe that things were better in the days when people stayed with one library for most of their careers (mean = 3.42). It can be inferred therefore that there was a high level of commitment among librarians in public universities in South-South Nigeria.

Research Question Two: To what extent do librarians perceive organisational support in public universities in South-South Nigeria?

Table 2: Descriptive analysis on librarians' perceived organisational support in public universities in South-South, Nigeria

Statements	Mean	Standard Deviation
Co-Worker Support (Mean = 3.78)		
1 I can always talk with my co-worker at work, if I have work-related problem.	3.92	0.99
2 My relationship with my co-worker is harmonising.	3.87	1.09
3 I have co-worker that provide information that I need to do a good job.	3.82	1.02
4 My co-worker cares about my emotional well-being at work.	3.76	1.05
5 My co-worker cares about my physical well-being at work.	3.74	1.12
6 My co-worker is willing to offer assistance to help me perform my job to the best of my ability.	3.73	1.09
7 My co-worker takes over my task when I feel fatigued.	3.72	1.05
8 My co-worker cares about my opinion.	3.69	1.14
Supervisor Support (Mean = 3.70)		
1 My supervisor recommends me when I perform well.	3.86	1.07
2 My supervisor helps me get resources I need to do my work.	3.83	1.04
3 My supervisor timely passes information that will foster my career progress to me.	3.76	1.08
4 My boss encourages and seats with me to plan my career development.	3.70	1.14
5 My supervisor pays attention to what I say.	3.68	1.14
6 My supervisor/boss is respectful of my views and ideas.	3.60	1.14
7 My supervisor supports my participation in training and development programmes.	3.59	1.11
8 I feel appreciated by my supervisor.	3.53	1.25
Management Support (Mean = 3.36)		
1 The library takes pride in my accomplishment at work.	3.52	1.18
2 The library will pardon an honest mistake on my part.	3.51	1.13
3 The library is willing to offer assistance to help me perform my job to the best of my ability.	3.42	1.13
4 The library would notice and appreciate it if I did the best job possible.	3.40	1.21
5 Help is available from the library management whenever I have a problem.	3.34	1.20
6 The library would grant a reasonable request for a change in my working conditions.	3.28	1.18
7 The library sponsors me to attend conferences/ workshops.	3.21	1.45
8 The library really cares about my well-being.	3.19	1.19
Perceived Organisational Support (Mean = 3.62)		

Source: Field Survey, 2020.

Decision rule: 1-1.49 = very low extent; 1.5-2.49 = low extent; 2.5-3.49 = moderate extent; 3.5-4.49 = high extent; 4.5-5.0 = very high extent. The cut-off meanis 3.0.

The extent to which librarians in public universities in South-South Nigeria perceived organisational support was high (mean = 3.62) based on the decision rule stated. Of the three measures of perceived organisational support, co-worker support was considered highest with a mean score of 3.78, followed by supervisor support which was also perceived high (mean = 3.70), while management support (mean = 3.36) was considered to be moderately high among the three dimensions. This finding suggests that librarians experience more of organisational support that comes from their colleagues than those from supervisors and management. The factors that contributed mostly to co-worker support was that librarians can always talk with their co-worker at work, if they have work-related problem (mean = 3.92) and that their relationship with their co-worker is harmonising. Considering supervisor support, librarians agreed that their supervisor recommends them when they perform well (mean = 3.83). On management support, librarians believe that the library takes pride in their accomplishment at work (mean = 3.52) and that the library will pardon an honest mistake on their part (mean = 3.51).

Hypothesis Testing

Hypothesis One: Perceived organisational support has no significant influence on librarians' commitment in public universities in South-South Nigeria.

Table 3: Multiple regression analysis of the influence of perceived organisational support on librarians' commitment (n=400)

Model	Unstandardized Coefficients		Standardized Coefficients	t	p	R^2 (Adjusted)	F	DF	p
	B	Std. Error	Beta						
1 (Constant)	1.917	0.150		12.745	0.000	0.232	41.160	3, 396	0.000
Management Support	0.180	0.039	**0.273**	**4.608**	**0.000**				
Supervisor Support	0.085	0.048	0.113	1.755	0.080				
Co-worker Support	0.173	0.039	**0.223**	**4.472**	**0.000**				

Dependent Variable: Librarians' Commitment   Source: Field Survey, 2020.
Sig at *p* < 0.05
Note: β = Standardized coefficient

The result in Table 3 revealed that perceived organisational support have significant influence on librarians' commitment in public universities in South-South, Nigeria (*Adj. R^2* = 0.232, *F*(3,396) = 41.160, *p* < 0.05). The model revealed that 23.3% of the variance in librarians' commitment is accounted for by perceived organisational support, leaving about 76.3% to other variables not considered in the model as indicated by the adjusted R^2 value of 0.233. The multiple regression in Table 3 further revealed that with exception to supervisor support (β = 0.113, *t* = 1.755, *p* = 0.080), other dimensions of perceived organisational support namely management support (β = 0.273, *t* = 4.608, *p* = 0.000) and coworker support (β = 0.223, *t* = 4.472, *p* = 0.000) had positive and significant influence on on librarians' commitment in public universities in South-South Nigeria. The coefficient (parameter estimate) result indicate that for one unit increase in management and co-worker 0.180, 0.173 respectively, there is a unit increase in librarians' commitment, that is, statistically librarians' commitment increases by 18.0%, 17.3% respectively. Implying that of the POS dimensions, only management and co-worker support significantly influence librarians' commitment. Inferably, when people have higher perceived organisational support in the workplace, it impact positively on their commitment.

Summaryof Findings and Discussions

This study examined the influence of perceived organisational support on librarians' commitment in public universities in South-South Nigeria. Based on the analysis and presentation of data, the following are summary of findings:

1. High level of commitment was found among librarians. While affective and continuance were high and normative commitment was moderately high in public universities in South-South Nigeria.
2. Perception of organisation support was high among librarians in public universities in South-South Nigeria.
3. Perceived organisational support had a significant influence on librarians' commitment in public universities in South-South Nigeria. Nevertheless, management support and co-worker support significantly influenced librarians' commitment, while supervisor support offered no significant contributions to librarians' commitment.

Findings indicated that librarians' commitment in public universities in South-South was high, implying that librarians are committed to their libraries. A profound look at the various dimensions of commitment in Table 1 revealed that librarians express affective commitments to their libraries than continuance and normative commitments which were moderately high. This finding is in consonance with earlier findings from Shehu and Opeke (2019) and Mayowa-Adebara (2018). They all found high levels of commitment (affective, continuance and normative) among librarians. The present study supported the study of Udofia and Ibegwam (2019) with an exception the continuance commitment which was found low, others (affective and normative)were found to be high in their study. An opposing result to the present study in terms of affective and continuance commitment was reported in the study of Oyuvwevotu (2018) who found that affective and continuance commitment was low among librarians in public universities in South-East Nigeria.

Findings from this study revealed that librarians in public universities in South-South Nigeria perceivethat the extent to which they are been supported in the organisation was high. In other words, they perceive that they are been supported in their workplace to a high extent. The study found that librarians' perceptions were high on the three dimensions of perceived organisational support. Specifically, librarians in university libraries in South-South Nigeria perceived that they are more supported by their

co-workers, supervisors than management (library) which is on the moderate side.This study has established that support from co-worker is an essential source of support attributable to organisation as a result of been seen as agent of the organisation. The finding of this study is congruent with the findings of Reynolds and Helfers (2018), that treatment from co-worker and supervisor support contribute strongly to the perception of organisational support. Supporting the findings of this study, several scholars (Joiner, 2016; Avci, 2017; Wongboonsin, et al., 2018) demonstrated in their various studies that employees often receive supportive resources from their co-workers and these supports are important in creating a positive, pleasant and meaningful work climate/condition in the workplace.

This study goes further to establish that supervisor support was high among librarians in public universities in South-South Nigeria, this was as a result of recommendations librarians receive from their supervisors when they perform well, followed by librarians receiving help from supervisor to get resources they need to do their work. In support of this finding, Mohamed and Ali (2016) found that supervisors' position is capable of addressing employees' complaints thereby assisting them to obtaining necessary resources. This study has demonstrated that librarians get moderate support from management (library). Management support is very crucial to employees because it communicates to them that they are valued as such their commitment is enhanced. Schroeder (2016) in his study found that employees' perception of been listened to by their supervisors or management is a strong signal of perceived organisational support.

The result of the hypothesis from the multiple linear analysis revealed that, perceived organisational support indeed strengthened librarians' commitment in public universities in South-South Nigeria. Based on the findings, the combination of management, supervisor and co-worker support is significantly needed in motivating librarians' commitment in public universities in South-South Nigeria. Confirming earlier findings of the studies of

Seyyedmoharrami, Dehaghi, Abbaspour, Zandi, Tatari, Teimori and Torbati (2019) and Ayeerun (2013) that creating supportive climate make employees feel good about their work environment and consequently their commitment are enhanced.

Conclusion

Based on the strength of the findings, it can be concluded that librarians are committed to their libraries and they perceive that they are been supported in their organisation. Perceived organisational support serve as a determinant factor for stimulating librarians' commitment in public universities in South-South Nigeria. The study is consistent with the organisational support theory, asserting that employees, who perceive that they are been valued and supported in their workplace, express higher commitment towards their organisation.

Recommendations

Based on the findings, this study proposes the following recommendations:

1. Management of these libraries are encouraged to promote high morale and enhance librarians' commitment by means of improving upon caring about the librarians' well-being, granting a reasonable request for a change in the working conditions of librarians and sponsoring of librarians to attend conferences/ workshops.

2. Management of these libraries should promote friendly and supportive work environment that encourages supportive behaviours, in that way supervisors are encouraged to support their subordinates as well as co-workers supporting their fellow colleagues as a means of boosting commitment among librarians.

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