Work Environment and Organizational Commitment of Staff in Academic Libraries in Lagos State, Nigeria

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Abstract

Purpose: *This study was carried out to ascertain the extent to which work environment correlates with organizational commitment among staff in academic libraries in Lagos state, Nigeria.*

Design/Methodology/Approach: *Survey research design was adopted for the study. The population comprised of 272 library staff from 10 tertiary institutions in Lagos state. Total enumeration technique was used to cover all 272 library staff for the study. An instrument titled work environment, Organizational Commitment (WEOC) questionnaire was used for data collection. Two hundred and seventy-two (272) copies of questionnaire were distributed to staff of academic library with a return rate of 80.14%.The study used descriptive statistics and correlation coefficient.*

Findings: *The result revealed that the existing work environment features in academic libraries were the fact that people in the library pay a lot of attention to getting the work done and they follow set rules in doing their work; it also indicated that among the work environment indicators, the prevailing work environment feature in academic libraries was task orientated. while it was discovered that library staff were committed to their organization and they believe that a person must be loyal to his/her library. In addition, the study also found that there is a significant relationship between work environment and organizational commitment (r = 0.21, P < 0.05).*

Implication: *It was suggested that staff development is essential as it helps to keep them abreast of innovations in their career and further helps them to provide services that will meet the varying needs of their users. This training opportunities sends a message to employees that the organization cares about them.*

Originality/Value: *It was therefore recommended that library management should ensure staff are given adequate job orientation to improve them on their assigned duties and to further increase their organizational commitment.*

Keywords: *Work environment, Organizational commitment, Academic libraries, Lagos state, Nigeria.*

Introduction

Academic libraries can be regarded as the "heart" of the learning community, providing a place for students and faculty to do their research and advance their knowledge. Librarians and library staff provide numerous services to these users, addressing their diverse research needs and interests. This point was sustained by Agyen-Gyasi, Lamptey, and Frempong (2010) when they asserted that "academic libraries are essential contributors to knowledge generation and serve a wide spectrum of knowledge seekers (p.1)". Aina (2004) also observed that services provided by an academic library in a university reflect the quality of teaching and research in such a university. The degrees to which academic libraries can provide services to meet the needs of their patron are dependent on the availability of committed personnel and a suitable work environment. Library staff are the activators of functions and services, as they possess skills in collection development, technical processing of information sources, user education and services, information literacy among others (Amusa,Iyoro and Olabisi, 2013). There are three categories of library staff and they are; professional librarians, library officers, who are also known as paraprofessionals and others who are library support staff. For effective management of the library work, the workers have to show

commitment and the organization on their own part should endeavour to provide conducive work environment.

Work environment comprises the totality of forces, actions and other factors that can affect employee's activities and performance. The work environment is the sum of the interrelationship that exists within they employees and between the employees and the environment in which the employee work (Kohun, 1992).The work environment of any organization or institution generally comprises of three sub-environments which include: technical, human and organizational environments. Technical environment comprises tools, equipment, infrastructure and other technical elements; the human environment comprises peers, and colleagues with whom employees relate, team and work group, interactions, the leadership, and management, while organizational environment, on the other hand, includes systems, procedures, practices, values and philosophies (Opperman, 2002). On the other hand, Mehboob and Bhutto (2012) stated that the perception of a work environment includes the physical, psychological and social aspects that mark up the working condition. They also stated that some attributes of a work environment include: workload, task complexity, apparent and open communication, the stability of work-life, impartiality and consistency. Hence, the entirety of these environments has an influence on the organizational commitment of library staff.

Organizational commitment is the degree to which employee identifies with a particular organization and its goals and wishing to maintain membership in the organization (Robbin and Judge, 2011). In the same light, Pareek (2004) defined organizational commitment as person's feeling with regard to continuing his or her association with the organization, acceptance of the values and goals of the organization, and willingness to help the organization achieve such goals and values. According to Madigan, Norton and Testa (1999) committed employees would work diligently, conscientiously, provide value, promote the organization's services or products and seek continuous improvement. In exchange, they expect a work environment that fosters growth and empowerment, allows for a better balance of personal and work life, provides the necessary

resources to satisfy the needs of customers and provides for their education and training as well as that of their co-workers in the organization.

It is sure that libraries and information centres have a vital role to play in the process of growth and development of societies because one of the fundamental bases of research and development is the presence of rich and high quality libraries (Mir Ghafouri, 2007). Undoubtedly employees of these libraries if possess positive and suitable organizational commitment would have an important role in achieving the goals of their organization. Better work environment can foster good relations and commitment among staff of academic libraries.

Statement of the Problem

Academic libraries play an essential role in terms of providing information services to patrons within and outside the university community. In order for library staff to give their best, remain competent and effective in fulfilling their duties, it is the responsibility of managers of libraries to ensure that there is in existence a good working environment. The absence of this will lead to lack of commitment on the part of employees and this can bring about high level of service deficiency in the library. However, ensuring employee commitment may depend significantly on good work environment. From literature, it was discovered tha tstaff get dissatisfacted with their work environment in the developing countries for some ovious reseons. This dissatisfaction may lead to lack of commitment in their work environment. It is against this background that this study was set to investigate the relationship between work environment and organizational commitment among staff in academic libraries in Lagos State.

Objective of the study: the study seeked to:

1. find out the work environment features existing in academic libraries in Lagos State;
2. determine the level of organizational commitment among staff in academic libraries in Lagos State;
3. find out the constraints to organizational commitment among staff in academic libraries in Lagos State; and
4. determine the relationship between work environment and organizational commitment among staff in academic libraries in Lagos State

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Research Questions

1. What are the work environment features existing in academic libraries in Lagos State, Nigeria?

2. What is the level of organizational commitment in staff of academic libraries in Lagos State, Nigeria?

3. What are the constraints to organizational commitment of staff in academic libraries in Lagos State, Nigeria?

Hypothesis

One null hypothesis will be tested:

Ho1: There is no significant relationship between work environment and organizational commitment among staff of academic libraries in Lagos State, Nigeria.

Literature Review

Work environment in Academic Libraries

Work environment is one of the most important factor in keeping an employee satisfied in today's contemporary world. In modern organization setting, work environment is constantly changing differently and in diverse ways. Workers are living in a growing economy and have almost limitless job opportunities. This combination of factors has created an environment where the business needs its employees more than the employees need the business (Smith, 2011). Designing a better and higher performing work environment requires consciousness of how workplace can affect peoples' attitude and how it can enable them to perform optimally. People work individually and interact with others and this requires different workplace solutions (Chandrasekar, 2011). The structure and arrangement of the work environs can affect employees feeling, their commitment as well as the goal of the organization.

According to Abdulla, Djebarni, and Mellahi (2010) environmental factors represent the immediate job environment that contains skills required to perform a job, authority, autonomy, relationship with supervisors and co-workers and other working conditions. Amusa, Iyoro and Olabisi (2013) in his study on work environment and job performance found that physical facilities such as academic library tools and equipment are fairly adequate among others. Similarly, Maqsood (2011) in his study Work

environment, burnout, organizational and the role of personal variables as moderators found out that involvement is a negative predictor of depersonalization. He also found out that coworker cohesion and work pressure are positive predictors and physical comfort as negative predictor of work accomplishment. Additionally, task orientation explained self-related personal accomplishment.

Work Environment and Organizational Commitment in Academic Libraries

To ascertain the relationship between work environment and organizational commitment, different researchers have carried out different studies in this regard and have reported different findings. In a study carried out by Moos (1994) it was reported that involvement, co-worker cohesion, supervisory support, autonomy, task orientation, work pressure, clarity, managerial control, innovation and physical comfort, all are significant positive predictors of affective commitment which is one of the indicators of organizational commitment. On continuance commitment, all the above stated indicators do not record any positive significance or relationship, and on normative commitment it was reported that all the above indicators do not significantly account for predicting normative commitment.

However, the relationship between work environment and organizational commitment revealed that organizational commitment of university teachers in University of Lahore, Pakistan is linked with high emphasis on work environment aspects such as involvement, supervisor's support, work pressure, clarity, managerial control, involvement and physical comfort (zafar and chughtai, 2006). It was also reported that all the indicators do have a positive relationship with organizational commitment, but precisely supervisor support was reported to have strong relationship with organizational commitment. Maqsood (2011) in his study on Work environment, burnout, organizational and role of personal variables as a moderator discovered supervisor support as a negative predictor of continuance commitment, indicating that there is no relationship between supervisor support and organizational commitment. In the light of this, Owolabi and Salaam (2010) in their study on Job satisfaction and organizational commitment of Academic librarians in Nigerian universities emphasized that there is need for

library management to provide good working environment for librarians considering the nature of their jobs and provision of timely information to help them perform their duties.

More so, Baher and Ziabari (2014) cites Delgoshaee, Tofighi and kerman (2008) who found that improvement in organizational atmosphere could increase organizational commitment of employees and managers towards the organization and result in preserving abilities and competitive features of the organization, and so it can be said that there was an appropriate organizational atmosphere on university libraries in Guilan province and employees expectations were fulfilled on medium level which causes the employees of these libraries to have medium to high level of commitment. In addition, Parveen, Sohail,Naeem, Azhar and Khan (2014) in their study on the impact of office facilities and workplace milieu on employee performance: a case study of Sargodha University confirms that 58% of the respondents agreed with the opinion that good room temperature increases their work performance. On the other hand, workload disturbed their social life and this collaborated with Imam (2010) who concluded that employees facing workload have a moderate level of stress and can further lead to long-term health conditions.

Methodology

The study adopted a survey research design. A structured questionnaire titled "Work environment and organizational commitment (WEOC) was used to collect data from 272 library staff in academic libraries in Lagos state. The questionnaire had four (4) Sections. Section A focuses on demographic information of the respondents. Section B measures work environment of academic library using a Likert scale with responses ranging from strongly agree to strongly disagree. Section C measures organizational commitment level also using a Likert scale ranging from strongly agrees to strongly disagree. Section D identifies constraints with organizational commitment. The questionnaire was administered to all library staff (professional librarians, para- professionals and other staff working in the library) found in all academic libraries in Lagos state. Out of 272 copies of questionnaire distributed, 218(80.14%) were found valid for analysis. The data was analyzed with descriptive statistics namely, frequency, mean and standard deviation. The hypothesis in this study was tested using correlation coefficient and responses from the questionnaire were coded and analyzed using the Statistical Package for Social Sciences Software. (SPSS Vol. 20). Data collected were presented in tables.

Results

This section of the paper presents the results of the analysis of data.

The library staff distribution is further shown below in table 1.

Table 1: Population of library staff in academic libraries in Lagos State, Nigeria

S/N	Academic libraries in Lagos state, Nigeria	No.of library staff
1.	University of Lagos Library	43
2.	Lagos State University Library	43
3.	National Open University of Nigeria Library	29
4.	Caleb University Library, Ikorodu	5
5.	Yaba college of technology Library	60
6.	Lagos state Polytechnic, Library	30
7.	St. Augustine College of Education Akoka Library	10
8.	Federal College of Education (Technical) Akoka Library	18
9.	AdeniranOgunsanya College of Education Library, Ijaniki	16
10	Mike Otedola College of primary Education, Epe Library	18
11.	Pan- Atlantic University library	-
	Total	**272**

Source: staff record from the listed academic libraries, 2015

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Table 2: Demographic Characteristics of Respondents

Characteristics	Information	Frequency	Percentage
Gender	Male	108	49.5
	Female	110	50.5
	Total	**218**	**100**
Age	21-40	143	66.0
	41-60	70	32.0
	>60	5	2.0
	Total	**218**	**100**
Work experience	<10	149	68
	11-20	35	16
	21-30	26	12
	<40	8	4
	Total	**218**	**100**
Educational qualification	Diploma	65	29.8
	Bachelor	102	46.8
	MLIS	28	12.8
	Masters(Non MLIS)	20	9.2
	PhD	3	1.4
	Total	**218**	**100**

Out of the 218 respondents, 110(50.5%) were females while 108(49.5%) were males. Consequently, ages 20-40 years has the highest response rate 143(66%) followed by those within the age range of 41-60 years 70(32%). Regarding work experience, respondents with 1-10 years' accounted for the highest responses 149(68%), followed by those who had 11-20 years' work experience 35(16%) and those who had 21-30 years work experience accounted for 26(12%). However, those who had 31-35 years of work experience accounted for the least work experience 8(4%). Interestingly, it was revealed that respondents with bachelor's degree have the highest percentage response 102(46.8%). This is followed by Diploma certificate with 65(29.8%) responses, also followed by Master Degree in library science 28(12.8%). Besides, Master's degrees in different fields accounted for 20(9.2%) while Ph.D. degree has 3(1.4%).

Table 3: The work environment features existing in academic libraries

S/N		SD	D	A	SA	Mean	SD
	Work Pressure						
1.	In this library, it is very difficult to keep up with your workload.	32 14.7%	105 48.2%	57 26.1%	24 11.0%	2.33	.860
2.	In this library, there is constant pressure to keep working.	14 6.4%	57 26.1%	111 50.9%	36 16.5%	2.78	.797
3.	In this library, People pay a lot of attention to getting work done.	6 2.8%	24 11.0%	118 54.1%	70 32.1%	3.16	.721
4.	In this library, There always seems to be an urgency about everything.	13 6.0%	55 25.2%	88 40.4%	62 28.4%	2.91	.878
						2.79	*.523*
	Task Orientation						
5.	In this library, People are expected to follow set rules in doing their work.	3 1.4%	19 8.7%	109 50.0%	87 39.9%	3.28	.680
6.	In this library, there is an emphasis on work before play.	6 2.8%	37 17.0%	92 42.2%	83 38.1%	3.16	.799
7.	In this library, details of assigned jobs are explained to employees.	8 3.7%	24 11.0%	119 54.6%	67 30.7%	3.12	.743
8.	Staffs in this library are often confused about exactly what they are supposed to do.	64 29.4%	89 40.8%	50 22.9%	15 6.9%	2.07	.892
						2.91	*.459*
	Supervisory Support						
9.	In this library, supervisors tend to talk down to employees.	43 19.7%	69 31.7%	55 25.2%	51 23.4%	2.52	1.057
10.	In this library, supervisors tend to give full credit to ideas contributed by employees.	14 6.4%	63 28.9%	101 46.3%	40 18.3%	2.77	.823
11.	In this library, supervisors are always checking on employees and supervise them very closely.	12 5.5%	41 18.8%	105 48.2%	60 27.5%	2.98	.828
12.	In this library, supervisors meet with employees regularly to discuss their future work goals.	16 7.3%	54 24.8%	97 44.5%	51 23.4%	2.84	.868
						2.78	*.473*
	Physical Comfort						
13.	The room conditions in this library sometimes get too hot.	39 17.9%	65 29.8%	79 36.2%	35 16.1%	2.50	.966
14.	This library has a stylish and modern appearance.	15 6.9%	47 21.6%	102 46.8%	54 24.8%	2.89	.855
15.	In this library employees cannot afford to relax.	39 17.9%	88 40.4%	71 32.6%	20 9.2%	2.33	.875
16	The library workplace is awfully crowded	70 32.1%	90 41.3%	43 19.7%	15 6.9%	2.01	.893
						2.44	*.539*
	Grand mean					**2.73**	**.349**

Strongly Agree = 4; Agree = 3, Disagree = 2, Strongly Disagree = 1

Table 3 reveals that people in the library pay a lot of attention to getting work done with 3.16 mean score followed by urgency about everything in the library with 2.91 mean score. This is closely followed by constant pressure to keep working with 2.78 mean score and difficulty in keeping up with workload in the library with 2.33 mean score. This shows that people in the library pay a lot of attention to getting work done that has the highest mean score.

The analysis further reveals that people are expected to follow set rules in doing their work with 3.28 mean score. This is followed by

emphasis on work before play with 3.16 mean score; closely followed by details of assigned jobs explained to employees with 3.12 mean score. This is followed by staff are often confused about exactly what they are suppose to do with 2.07 mean score. This infers that people are to follow set rules in doing their work which has the highest mean score of 3.28.

When it comes to library supervisors, the analysis showed that the supervisors always checks on employees and supervise them very closely with 2.98 mean score, followed by supervisors meeting with employees regularly to discuss their future work goals with 2.84 mean

score. This is closely followed by supervisor's intentions to give full credit to ideas contributed by employees with 2.77 mean score and that supervisors tend to talk down on employees with 2.52 mean score.

With regards to physical comfort reveals that the library has a stylish and modern appearance with 2.89 mean score followed by the room conditions that sometimes get too hot with 2.50 mean score. This is followed by library employees' unaffordability to relax with 2.33 mean score and the library is awfully crowded with 2.01 mean score.

Table 4: Level of organizational commitment of staff in academic libraries

S/N	Affective Organizational Commitment	SD	D	A	SA	Mean	SD
1.	I would be happy to spend the rest of my career in this library.	45 20.6%	62 28.4%	79 36.2%	32 14.7%	2.45	.979
2.	I enjoy discussing my library with people outside.	13 6.0%	32 14.7%	120 55.0%	53 24.3%	2.98	.794
3.	I really feel as if this library problem is my own.	29 13.3%	54 24.8%	104 47.7%	31 14.2%	2.63	.887
4	I do feel emotionally attached to this library.	12 5.5%	48 22.0%	120 55.0%	38 17.4%	2.84	.770
5.	This library is of enormous good to me.	7 3.2%	30 13.8%	125 57.3%	56 25.7%	3.06	.723
						2.79	*.593*
Continuance Organizational Commitment							
6	I am afraid of what might happen if I quit my job without having another one.	30 13.8%	69 31.7%	62 28.4%	57 26.1%	2.67	1.012
7	It would be very hard for me to stop working for this library even if I want to.	40 18.3%	84 38.5%	70 32.1%	24 11.0%	2.36	.906
8	At the moment, staying in this library is a matter of necessity.	20 9.2%	59 27.1%	102 46.8%	37 17.0%	2.72	.854
9	I feel that I have too few options to consider leaving this library.	27 12.4%	74 33.9%	93 42.7%	24 11.0%	2.52	.849
10	One of the few serious penalties of leaving this library would be a scarcity of available options.	34 15.6%	77 35.3%	86 39.4%	21 9.6%	2.43	.868
						2.54	*.603*
Normative Organizational Commitment							
11.	I think these days people move from working for one library to other libraries.	11 5.0%	58 26.6%	105 48.2%	44 20.2%	2.83	.803
12.	I do believe that a person must be loyal to his/her library.	5 2.3%	11 5.0%	116 53.2%	86 39.4%	3.30	.671
13.	One of the main reasons I continue to work for this library is that I believe that loyalty is important and therefore I feel a sense of moral obligation to remain.	10 4.6%	18 8.3%	113 51.8%	77 35.3%	3.18	.768
14.	If I get another offer for a better job elsewhere I will not feel it was wrong to stop working for this library.	11 5.0%	32 14.7%	103 47.2%	72 33.0%	3.08	.822
15.	Things were better in the days when people stayed with one library for most of their career.	33 15.1%	72 33.0%	71 32.6%	42 19.3%	2.56	.969
						2.99	*.417*
					Grand mean	**2.77**	**.372**

Strongly Agree = 4; Agree = 3, Disagree = 2, Strongly Disagree = 1

From table 4 above, it was revealed that library is of enormous good to staff with 3.06 mean score, closely followed by the fact that staff enjoy discussing their library with people outside with 2.98 mean score; followed by staff do feel emotionally attached to their library which has 2.84 mean score. This is slightly followed by staff really feel that their library problem is their own with 2.63 mean score and that staff would be happy to spend the rest of their career in the library with 2.45 mean score.

The table also revealed that at the moment, staff staying in library is a matter of necessity with 2.72 mean score, followed by staff fear of what might happen if they quit their job without having another one with 2.67 mean score. This is also followed by staff who feels that they have too few options to consider leaving the library with 2.52 mean score, one of the few serious penalties of leaving the library would be scarcity of available options with 2.43 and it would be very hard for them to stop working for the library even if they want to with 2.36 mean score.

The table further revealed that staff do believed that a person must be loyal to his/her library with 3.30 mean score followed by staff continue to work for their library in that they believe that loyalty is important and therefore they feel a sense of moral obligation to remain with 3.18 mean score. This is closely followed by the statement: if staff get another offer for better job elsewhere they will not feel it was wrong to stop working for their library with 3.08 mean score followed by the statement that: these days people move from working for one library to other libraries has 2.83 mean score and things were better in the days when people stayed with one library for most of their career with 2.56 mean score.

Table 5: Constraints to Organizational Commitment

S/N	Constraints Of Organizational Commitment	Percentage
1.	Increased turnover in my library	50.9%
2.	Organizational policies are not obvious	51.4%
3.	Denial of one's promotion, entitlement and other benefits attached to one's work.	37.2%
4.	Un-conducive work environment	36.7%
5.	Lack of support for professional development	41.7%

Table 5 shows the challenges to organizational commitment. From the table 51.4% of the respondents agreed that organizational policies are not obvious as constraint, while 50.9% agreed to the fact that there is increased turn-over in their library; 41.7% of the respondents agreed that lack of support for professional development is a challenge to organizational commitment, while 37.2% of the respondents agreed that denial of one's promotion, entitlement and other benefits attached to the work is a constraint to commitment. Finally, 36.7% of the respondents agreed that un-conducive environment is a factor for low organizational commitment.

Testing of Hypothesis

Hypothesis : There is no significant relationship between work environment and organizational commitment among library staff in academic libraries in Lagos State.

Table 6: The result of the relationship between work environment and organizational commitment among library staff in academic libraries

Variables	N	Mean	Std. Deviation	R	Sig.	Remark
Work Environment	218	2.73	0.34	0.43	.000	Significant
Organisational Commitment	218	2.77	0.37			

Table 6 indicates that there is a relationship between work environment and organizational commitment among library staff (r = 0.43, P < 0.05). Therefore, the null hypothesis is rejected; which is there is no significant relationship between work environment and organizational commitment among library staff. This means

that there is a significant relationship between work environment and organizational commitment among library staff.

Discussion of Findings

The findings from the research revealed that staff in the library pay a lot of attention to getting the work done. This has the highest mean score which is one of the environmental features in academic libraries. The Findings also revealed that people are to follow set rules in doing their work and has highest mean score of 3.28.This finding collaborated with Owolabi and Saleem (2010) who found that there is need for library management to provide good work environment for library staff considering the nature of their jobs and provision of timely information to help them perform their duties. Findings on supervisor support revealed that supervisors are always checking on employees and supervise them very closely which has the highest mean score of 2.98. This finding is in conformity with the study of Zafar and Chughtai (2006) who reported that supervisor supports have strong relationship with organizational commitment.

Conclusively, from all the predictors of work environment, task orientation have the highest mean score of 2.91 and this finding is in line with that of Maqsood (2011) who reported that task orientation explained self-related personal accomplishment and help employee to stay committed to the organization.

In measuring organizational commitment among library staff, the study found out library staff members do believe that a person must be loyal to his/her library has 3.30 mean score which is the highest among others. The results of organizational commitment were very exciting. It was discovered through the study that library staffs are highly committed to their organizations. This result is in conformity with that of Adedoyin (2006) who reported that commitment can be utilized by creating a sense of identity, unity of purpose to the members of the organization, and facilitating the generation of commitment and shaping the behaviour by providing the guidance on what is expected. The study also finds out that the highest academic library staff constraint is unclear (non-obvious) organizational policies. The hypothesis of the study measures the significant relationship between work environment and organizational commitment. Findings further reveal that there is also a significant relationship between work environment and organizational commitment among library staff in academic library.

Conclusion and Recommendation

The study explored work environment of the library staff in academic libraries in Lagos State which comprises the internal and external factors that influence their commitment. These factors are physical comfort, task orientation, supervisor support and work pressure. These factors were fairly encouraging to staff and influence their organizational commitment as they were fairly committed to their organization. This indicated a positive relationship between work environment and organizational commitment. Therefore, this study recommends that:

i. Library management should ensure that staff are given adequate job orientation to improve them on their assigned duties and to further increase their organizational commitment.

ii. Academic libraries management should also identify ways that will make library staff to have affective and continuance commitment to the organization. They should also pay special attention to items like increased turn-over in the library, employee promotion, entitlement and support for professional development to ensure total commitment from library staff.

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