Organisational Supports as Predictor of Personnel Commitment in University Libraries in South – West, Nigeria

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ABSTRACT:
Organisational support plays vital roles in determine the level of commitment of personnel in organisations. Hence, this study investigated level of organisational support 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. Two instruments were adapted and used for data collection, namely: questionnaire and interview schedule. 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 organisational support to personnel in term of fair treatment (Mean = 2.71), wellbeing (Mean = 2.70) and job environment (Mean = 2.48) were low compared with criterion mean of 3.0. Also, the results revealed that organisational support significantly influenced personnel commitment in university libraries (p≤0.05). The study recommended that stakeholders in the management of university libraries should be more concern in supporting employees through fair treatment, improved wellbeing as well as provision of conducive work environment in order to enhance personnel commitment.
KEYWORDS: Commitment, Personnel, Organisational support, Libraries

INTRODUCTION

Personnel are the most valuable resource in any establishment including the university library. In library, personnel coordinate and manage other resources in order to provide information services to the staff, students and members of the university community at large. It is the library personnel that ensure excellent customer service and research assistance to library patrons; thatacquire, preserve, and make accessible print and electronic resources of all kinds; and ensurethat library operations are well carried out in line with the objectives of parent's institution.

Library personnel also perform other responsibilities and services which include: selective dissemination of information, classifying and cataloguing of library resources, routine service to

readers in term of referencing, supervision and maintenance of library stocks. In similar vein, personnel in the library take charge of circulation of periodicals and other publications; shelving of library print materials; support users in accessing subscribed databases; ensure proper indexing of periodicals; compiling bibliographies and reading lists; and render professional advice on library matters. Therefore, to offer competitive services in this era of globalisation and technological advancement, library personnel must not only be knowledgeable and skillful, but must be committed.

Committed personnel work diligently, dutifully, promote organisation's services or products and solicit for continuous advancement of the organisation. Such types of personnel would accomplish duties assigned with little or no supervision from supervisors and serve as organisation's ambassadors both within and outside offices. 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 organisations such as university libraries. Thus, for university libraries to be productive and successful in its quest to support institutional curriculum, personnel commitment is indispensable.

In order to determine personnel commitment in organisations, studies (Hood, 2015; Piong, 2016 & Rina, 2018) 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. As a result, such personnel strongly identify and yearning to remain as part of the organisation and strive to achieve organisational goals in order to maintain organisational membership. However, personnel commitment in other organisations could be a continuance commitment. Continuance commitment is the personnel commitment based on the awareness of the cost associated with leaving the current organisation. That is, the personnel perceive high cost that would be incurred in case of losing membership. This indicates that the personnel's commitment is based on cost-benefit analysis. On the other hand; personnel commitment could

be as a result of feeling of obligationbased on personal norms and values called normative commitment.

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 importantlyhave been trying to identify the factors that can either make or mar such commitment. Among the factors identified are organisational support characteristics such as supervisor support, work environment, fair treatment among others. Organisational support is defined as the degree to which personnel feel that the organisation is willing to fairly compensate them with the exchange of personnel's efforts, help them when there is need to make work interesting and stimulating, and provide adequate working conditions for the personnel's satisfaction (Kurtessis*et al.*, 2017). It is perception or belief that the organisation such as university library values the contributions made by personnel to its successes and cares or has concern about needs and well-being of the personnel.

Although, personnel commitment has to do with loyalty, attitude, feelings and sense of belonging of workers to the organisation, organisational support introduced the idea that personnel's views of their organisation's concern about their wellbeing plays essential role in achieving personnel commitment to the organisation. Therefore, organisation needs to demonstrate to its workforce that it is concerned about their well-being in order to earn the employees' dedication to such organisation. This could be achieved through many factors among which are supervisor support, favourable policies and practices, conducive workenvironment as well as fair treatment of workers. For instance, in university library, such support could be formal recognition as library personnel of the month or year award, or a handshake by the university librarian for a job well done by library personnel. Many a time, personnel view their supervisors' actions and in-actions as a reflective of those of the establishment. After all, the supervisor is responsible for delegating work to the personnel, appraising the personnel's performance, determining and influencing the personnel's remuneration and compensation. Therefore, supportive actions taken by the supervisor will not only be seen by the personnel as direct support from that supervisor, but also as support from the organisation. This would definitely indicate that the organisation is satisfied and pleased with the efforts of the personnel.

Statement of the Research Problem

Organisational success depends on its capability to attract and retain competent and committed personnel. In spite of the importance of personnel commitment in achieving organisational goals, it appears that library personnel's attitudes and behavious are not encouraging as reflected in lateness to work, absent on flimsy excuse, dereliction of official duties for personal engagement as well as high turnover intention among library personnel. Studies (Hanaysha, 2016 & Liu, 2018) have however suggested that personnel commitment may not be difficult to achieve in organisations that support their employees with necessary materials that will make their job interesting, where personnel's contributions are valued; their well-being are prioritised, equal and fair treatment among staff and conducive work environment among others. Thus, this study tends to investigate organisational support as predictor of personnel commitment in university libraries in South-West, Nigeria.

Aim and Objectives of the Study

The aim of this study is to investigate the influence of organisational support on personnel commitment in university libraries in South – West, Nigeria. The specific objectives are:

1. To find out the extent of organisational support to personnel in university libraries in South-West, Nigeria;
2. To determine the influence of organisational support on personnel commitment in university libraries in South-West, Nigeria

Research Questions

1. What is the extent of organisational support to personnel in university libraries in South-West, Nigeria?
2. What is the influence of organisational support on personnel commitment in university libraries in South-West, Nigeria?

LITERATURE REVIEW

Research on organisational support began with the observation that if managers are concerned with their employees' commitment to the organisation, employees also will be focused on the organisation's commitment to them. Eisenberg (1986) was the first to define organisational

support. The author defined it as the extent of perception that employees dispense towards their employer with regards to the concern and value that the employer provides in line with the employee's wellbeing and contribution. This perception of organisational support among the workforce results in personnel's obligation to help the organisation attain its objectives, and their expectation that improved performance would be rewarded. Personnel tend to have positive perception of their organisation if such organisation fulfills their socio-emotional requirements and is ready to reward their extra endeavors.Likewise, people perceive high level of support when they feel helping hands from their organisation.

Cullen*et al.*(2014) defined organisational support as employees' perception toward their organisations regarding the extent of how the personnel utilises organisational resources and in what level they feel themselves as valuable individuals in their organisations. Jayasree and Sheela (2012) described organisational support as a one-dimensional measure of the general belief held by an employee that the organisation is committed to him or her, values his or her continued membership, and is generally concerned about the employee's well-being in the organisation. Based on organisational support theory, Liu (2018) opined that employees contribute to the organisation in order to exchange remunerations and rewards given by the organisation to the employees, organise positive treatment of employees, and exchange staff's positive attitude, emotion and behavior toward the organisation. Organisational support helps to meet the needs of the organisation and helps express the organisation's willingness to provide material and other support to its employees. This shows that if personnel perceive positive treatment such as organisation's fairness, management or supervisor support, such personnel will show a positive organisational attitude and behaviour in return.

Several factors have been identified as antecedent of personnel's organisational support among which are perceived fairness with which the organisation treats its members, treatment from organisational members such as supervisor and co-worker support as well as organisation's job conditions and practices(Eisenberger & Stinglhamber, 2011; Kurtessis *et al.*, 2017). In addition, employees with high organisational support feel valued by their organisation, and as a result, they experience more positive attitudes toward the organisation and more enjoyment in their work. Furthermore, rewards and job conditions, career development, supervisor support,

coworker support, organisational fairness and work-family support were associated with organisational support.

Researches on organisational support have found it to explain attitudinal consequences and behavioral outcomes that are favourable to both the organisation and the individual personnel such as employee engagement, conscientiousness in carrying out conventional job responsibilities, job satisfaction, performance and personnel commitment(Ahmed & Nawaz, 2015; Kurtessis *et al*., 2017). Cullen *et al*.(2014) revealed that organisational support could have higher in role performance in organisation. Likewise, studies have found that personnel with high organisational support suffer less stress at work and are more inclined to return to work sooner after been indisposed (Shaw et al., 2013). Also, research evidence in a variety of workplace contexts suggests that employees reciprocate the high degree of organisational support through positive work behaviour, such as increased affective commitment, less withdrawal-related behaviors, such as absenteeism, turnover intentions, job search behaviours and turnover (Kurtessis *et al.* 2017; El Akremi et al. 2014; Shacklock et al. 2014; Sharma &Dhar 2016). Hakeem and Nisa (2016) revealed that organisational support could lead to various employee and organisational outcomes like job satisfaction, positive mood at work, reduced strains, organisational citizenship behaviors, employee engagement, high in-role performance, less turnover intentions, high desire to remain, less withdrawal behaviours and organisational commitment.

In the same vein, Hood (2015) stated that personnel's commitment to organisational goals tends to increase with organisational support. Conversely, lack of organisational support can cause the personnel to lose focus and motivation to contribute to the goals of the organisation. Thus, organisational support affects the level to which employees perceive the organisation has concerned about their health and welfare. Whenorganisational support is high among personnel, it can motivate them to develop a sense of obligation to the organisation, which in turn results in greater work effort aimed toward achieving organisational goals (Sharma & Dhar, 2016).

METHODOLOGY

The study used descriptive survey researchdesign. 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. Two instruments were adapted and used for data collection, namely: questionnaire and interview schedule with reliability of 0.84 and 0.91 for organisational support 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. The study used two instruments for data collection, namely: questionnaire and interview schedule. A total of six hundred and forty three (643) copies of the questionnaire were administered. Out of this number, five hundred and forty one (541) copies representing 84.1% were retrieved and considered useable for data analysis. Data collected for the study were presented and analysed using both descriptive and inferential statistics.

RESULTS

Table 1.Extent of organisational support to personnel in university libraries

S/N	Statement	VHE	HE	ME	LE	VLE	M	SD
	Well-being							
1	I feel that my university care about my well-being.	19 (3.5%)	155 (28.7%)	48 (8.9%)	289 (53.4%)	30 (5.5%)	2.71	1.050
2	Even if I did the least job possible, my university would notice and appreciate it for improvement.	15 (2.8%)	189 (34.9%)	25 (4.6%)	297 (54.9%)	15 (2.8%)	2.80	1.040
3	My university is concern about my personal challenges	10 (1.8%)	164 (30.3%)	14 (2.6%)	300 (55.5)	53 (9.8%)	2.59	1.056
	Average Mean Score						**2.70**	
	Fair Treatment							
4	My university provides equal opportunity to all staff that wants to go for further study.	15 (2.8%)	172 (31.8%)	46 (8.5%)	243 (44.9%)	65 (12%)	2.95	1.165
5	Role assignment/staff posting do not favour some personnel than the others in this library.	33 (6.1%)	153 (28.3%)	62 (11.5%)	232 (42.9%)	61 (11.3%)	2.75	1.161
6	Personnel in my library do not need to lobby to attend conference/seminar/ further study.	11 (2%)	21 (3.9%)	186 (34.4%)	295 (54.5%)	28 (5.2%)	2.43	0.741
	Average Mean Score						**2.71**	
	Job Environment							
7	There are well furnished and conducive offices for staff in my library.	16 (3%)	135 (25%)	30 (5.6%)	273 (50.6%)	86 (15.9%)	2.49	1.117

		VHE	HE	ME	LE	VLE	M	SD
8	I enjoy 24/7 electricity in my library.	6 (1.1%)	118 (21.8%)	19 (3.5%)	343 (63.4%)	55 (10.2%)	2.40	0.974
9	I always have access to internet in my library.	7 (1.3%)	185 (34.2%)	29 (5.4%)	201 (31.2%)	119 (22%)	2.56	1.205
	Average Mean Score						**2.48**	
	Organisational Policies							
10	My university policies are worker's friendly.	8 (1.5%)	260 (48.1%)	204 (37.7%)	22 (4.1%)	47 (8.7%)	3.30	0.918
11	My university policy makes provision for me to reach the peak of my career.	20 (3.7%)	438 (81.0%)	13 (2.4%)	58 (10.7%)	11 (2.0%)	3.77	1.105
12	My university policy provides equal opportunity in sponsoring staff for further study and attendance of conferences/workshops/seminars.	28 (5.2%)	172 (31.8%)	37 (6.8%)	263 (48.6%)	40 (7.4%)	2.79	1.125
	Average Mean Score						**3.29**	
	Supervisor Support							
13	My supervisor takes pride in and recognises my accomplishments at work.	38 (7.0%)	182 (33.6%)	96 (17.7%)	134 (24.8%)	90 (16.7%)	2.90	1.235
14	My supervisor likes to recommend me for training opportunity.	19 (3.5%)	196 (36.2%)	187 (34.6%)	88 (16.3%)	50 (9.3%)	3.09	1.016
15	My supervisor would support any opportunity that can enhance my career development.	62 (12.3%)	250 (49.7%)	49 (9.7%)	96 (19.1%)	46 (9.1%)	3.37	1.189
	Average Mean Score						**3.12**	
	Aggregate Average Mean Score						**2.86**	

Key: VHE = Very High Extent, HE = High Extent, ME = Moderate Extent, LE = Low Extent, VLE = Very Low Extent, M = Mean, SD = Standard Deviation; AM = Average Mean Score

As shown in Table 1, respondents agreed to a high extent with organisational policies with a mean score of 3.29 which is greater than criterion mean of 3.0. Specifically,majority of the respondents 260 (48.1%) agreed to a high extent that university policies are worker's friendly and 438 (81%) agreed to a high extent that university policy makes provision for them to reach the peak of their career. However, majority of the respondents 263 (48.6) agreed that their university policy did not provide equal opportunity in sponsoring staff for further study and attendance of conferences/workshops/seminars. This implies that personnel in university libraries believe that there are some policies in the university that favour certain groups of workers over the others.

Respondents also agreed to a high extent on supervisor support to personnel in university libraries with a mean score of 3.12 which is greater than criterion mean of 3.0. Specifically, majority of the respondents 182 (33.6%) agreed that their supervisors take pride in and recognises their accomplishments at work and that their supervisors like to recommend them for training opportunity recorded high score of 196 (36.2%), while my supervisor would support any opportunity that can enhance my career development was rated high with 250 (49.7%) majority. This implies that good relationship exist between personnel and supervisors in the university libraries in South- West, Nigeria

However, respondents agreed to a low extent of organisational support in terms of fair treatment among personnel in the university libraries with a mean score of 2.71 which is less than criterion mean of 3.0.Results in Table 4.2 show that majority of the respondents 243 (44.9%) agreed to a low extent that university provides equal opportunity to all staff that wants to go for further study, 232 (42.9%) of the respondents believed that role assignment/staff posting do favour some personnel than the others, while majority of the personnel 295 (54.5%) believed that personnel need to lobby in order to be recommendedfor conference/seminar/ further studies. This implies that university libraries are biased in dealing with personnel in university libraries in South-West, Nigeria.

More so, personnel rated their organisation in term of wellbeing as low with a mean score of 2.7 which is less than criterion mean of 3.0. The results as shown in Table 4.2 revealed that majority of the respondents 289 (53.4%) felt that their university were not showing much care about their well-being, 297 (54.9%) respondents perceived that their university do not notice and appreciate their work for improvement, while my university is concern about my personal challenges was rated by majority of the personnel 300 (55.5%) as low. This implies that personnel in university libraries in South-West, Nigeria perceived that the university and management of libraries are not doing well in prioritizing employees' wellbeing.

The extent of organisational support in term of job environment got the lowest rating with mean score of 2.48 which is less than criterion mean of 3.0. Specifically; the table shows that majority of the respondents 273 (50.6%) do not have well-furnished and conducive offices for staff in theuniversity library, 343 (63.4%) respondents do not enjoy 24/7 electricity, while majority of the respondents do not have access to internet in the library. This implies that basic facilities that

could enhance commitment and productivity of personnel in terms of well-furnished offices, electricity and internet access are not available for library personnel.

In overall, the aggregate mean score of organisational support to personnel in university library was 2.86, which is less than criterion mean of 3.0. This implies that the extent of organisational support to personnel in university libraries in South-West, Nigeria is low. This may be due to the poor rating of library personnel's job environment, nonchalant attitude to personnel wellbeing and unfair treatment of personnel in the areas of role assignment and sponsorship for training and conferences.

Table 2: Regression Analysis of Organisational Support and Personnel Commitment

Model		Sum of Squares	Df	Mean Square	F	P-value
	Regression	53.470	1	53.470	184.962	0.000
	Residual	155.817	539	0.289		
	Total	209.287	540			

R = 0.505, R Square = 0.255, Adjusted R Square = 0.254

Table 2 showed the significant influence of organisational support on personnel commitment in university libraries in South-West, Nigeria (F $(1,539)$ = 184.962; R=0.505, R square = 0.255, Adjusted R square = 0.254, $P<0.05$). With R square equal to 0.254, the result revealed that organisational support accounted for 25% in variability of explaining personnel commitment in university libraries.

Also, with $p<0.05$, the null hypothesis that organisational support does not significantly influence personnel commitment was rejected. This implies that there is significant influence of organisational support on personnel commitment in university libraries in Nigeria.

DISCUSSION OF FINDINGS

Research question one sought to find the level of organisational support to personnel in university libraries in South – West, Nigeria. Findings in this study revealed that organisational support to personnel in university library is low. This finding was in agreement with the findings of Oyovwevotu (2017) who examined that the extent of institutional support to library personnel was low. The implication of the low level of organisational support to library personnel could

result to negative behaviour such as job stress, absenteeism, truancy, lack of commitment among others as opined by Arogundade, Arogundade and Adebajo (2015). However, the finding disagreed with similar study by Amos *et al.* (2019) on perceived organisational support and employee productivity of Nigerian Oil and Gas servicing companies, that perception of employee were moderately high in terms of fairness implementation of policies, appreciation for work done, supervisor support, work-life balance support and work flexibility. This could be as a result of the fact that university libraries is a service oriented organisation while the Amos's study was carried out in a profit oriented organisation as opined by Ahmed and Nawaz (2015) that organisational justice, supervisor support, coworkers support, job security and role conflict influences perceived organisational support of university library being a service sector.

On the influence of organisational support on personnel commitment in university libraries South-West, Nigeria, findings from the study revealed that organisational support positively influenced personnel commitment in university libraries. This suggests that the higher the level of support to personnel by organisation, the higher the level of personnel commitment to the organisation. This finding is in consensus with the earlier studies of Piong (2016); Aban*et al.* (2019); Hanaysha (2016) and Ghazali*et al.*(2018) which found organisational support to influence personnel commitment.

The finding also agrees with Ateke and Akani (2018) who sought to determine the nexus between perceived organisational support and commitment of customer-contact employees of eateries in Port Harcourt and found that affective, continuance and normative commitment of customer-contact employees depends on organisational support. This implies that organisations that failed to appreciate and value personnel's contribution to their successeswill find it difficult to gain personnel's loyalty which could result to lackadaisical attitudes on the part of the personnel to organisational goals. This finding is consistent with Onuoha and Ayeerun (2013)who opined that organisations that wanted to increase employees' attachment to the organisation should pay adequate attention to satisfying employees' work-related and non-work related needs.

Major Summary of the Findings
The major summary of the findingsof the study are:

1. The finding showed that the extent of organisational supports to personnel working in university libraries in South - West Nigeria was low.

2. Finding revealed that organisational support in term of fair treatment; work environment and personnel wellbeing were low in university libraries in South - West Nigeria.

3. There is significant influence of organisational support on personnel commitment in university libraries in South - West Nigeria.

CONCLUSION AND RECOMMENDATION

Organisational support is an indispensable factor in achieving commitment of employee to the organisational goals. Based on the findings of the study, the study concluded that organisational support significantly predicts commitment of personnel in university libraries in Nigeria. This suggests that the higher the level of organisational support to employees, the higher the level of commitment and vice versa.The study therefore recommended that stakeholders in the management of university libraries should be more concern in supporting employees through fair treatment, improved wellbeing as well as ensure that employees' work environment is conducive for better commitment and less turnover intention.

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