

Work Environment and Organizational Commitment of Librarians in Tertiary Institutions in Lagos State, Nigeria

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Abstract

This study examines the work environment and organizational commitment of librarians in tertiary institutions in Lagos State, Nigeria. Using a quantitative approach, it evaluates three dimensions of organizational commitment such as affective, continuance, and normative and also the four aspects of the work environment which include Cost/Rewards, Outcome Expectation, Equity/Fairness, and Reciprocity. Findings reveal low levels of affective and continuance commitment, both with a mean score of 2.47, reflecting limited emotional attachment and perceived costs of leaving the organization. Normative commitment recorded a higher mean score of 2.74, indicating that ethical obligations and loyalty are stronger drivers of commitment. The aggregate mean score of 2.56 indicates a moderate overall level of organizational commitment. In contrast, the work environment is assessed positively, with an aggregate mean score of 3.31. Outcome Expectation and Reciprocity dimensions scored the highest (3.38), highlighting positive perceptions of role significance and a collaborative culture. The Equity/Fairness dimension, with a mean score of 3.31, reflects fairness in treatment, promotion, and workload distribution. However, the Cost/Rewards dimension recorded the lowest mean score (3.17), indicating dissatisfaction with compensation and recognition. While the work environment in academic libraries in Lagos State is favorable, organizational commitment remains moderate, driven primarily by normative factors. Addressing deficiencies in compensation and recognition and fostering stronger emotional connections to the organization are recommended to enhance commitment and retention among librarians.

Keywords: Work Environment, Organizational Commitment, Librarians, Academic Library, Tertiary Institution

Introduction

The work environment and organizational commitment are critical factors influencing the productivity, job satisfaction, and retention of employees, particularly in tertiary institutions. Libraries, as central hubs of knowledge within these institutions, rely on committed librarians who operate effectively within supportive work environments. Organizational commitment refers to the emotional attachment, identification, and involvement employees have with their organization, which is essential for fostering sustained productivity and job satisfaction. Studies suggest that a positive work environment characterized by adequate facilities, effective leadership, and opportunities for growth can significantly enhance librarians' commitment to their institutions and their performance.

In academic institutions, librarians play important role in facilitating learning and research. However, challenges such as inadequate facilities, limited professional development opportunities, and low job recognition can diminish their commitment and effectiveness. Research has shown that organizational factors, including work engagement, managerial support, and a healthy workplace culture, are significant predictors of employee commitment and performance in higher education institutions (Abdelwahed& Al Doghan, 2023). Furthermore, job satisfaction, which is intrinsically linked to workplace conditions and organizational culture, has been identified as a key determinant of organizational commitment, with dissatisfied employees more likely to exhibit low commitment and high turnover intentions (Tella et al., 2007).

In Nigeria, tertiary institutions face unique challenges, including funding limitations and evolving demands in the digital age. These challenges affect librarians' work environments and highlight the need for strategies that enhance their organizational commitment. Addressing factors such as compensation, professional recognition, and supportive management could help improve job satisfaction and organizational outcomes (Ajegbomogun&Diyaolu, 2018). As libraries strive to remain relevant in the 21st century, understanding and improving the work environment for librarians in tertiary institutions becomes essential for institutional success.

Every organisation, including academic library can only achieve their organisational objective through committed employees. In order for the academic library to maintain its edge of other source of information which is fast becoming popular among students and lecturers, every member has to play his/her role to the fullest. This is why organisational commitment has become a major issue in the context of academic libraries. Academic libraries with committed employees are more likely than other to go the extra mile in meeting the information needs of patron and maintain their relevance within academic institutions. On the other hand,

uncommitted librarians are more likely to be rude to patrons, provide substandard services, and leave the library at the slightest opportunity. There are several reports of Nigerian academic libraries experiencing low patronage and poor institutional support due to lack of commitment to effective library and information services among librarians. This has led to increased interest in the factor affecting employee commitment among academic librarians in Nigeria.

Objectives of the Study

The aim of the study is to examine work environment and organisational commitment among librarians in tertiary institutions in Lagos State. The specific objectives are as to;

- i. identify the level of organisational commitment among librarians in tertiary institutions in Lagos State;
- ii. identify the prevalent work environment in academic libraries in tertiary institutions in Lagos State

Research Questions

The following research questions will guide the study;

1. What is the level of organisational commitment among librarians in tertiary institutions in Lagos State;
2. What is the prevalent work environment in academic libraries in tertiary institutions in Lagos State?

Literature review

The extent to which academic libraries can achieve their aim of supporting academic activities in universities and polytechnics on the level of organisational commitment of the library personnel, especially the professional librarians who develop and drive innovative services rendered by contemporary academic libraries, (Ajegbomogun&Diyaolu, 2018). Modern academic libraries are operating in a dynamic environment in which they have to operate at their best in order to maintain their relevance. This has led library managers to focus on efficient organizational behaviour practices such as organisational commitment

Organizational commitment refers to the relative strength of an employee's willingness to be identified with and involved in the achievement of the objectives of a particular organization. Organizational commitment is also seen as employees' psychological attachment to an organization and their willingness to remain a member of that organization. It reflects the extent to which employees identify with, are involved in, and are loyal to their organization. However, the extent of organisational commitment among employees in organisations such as libraries may depend on factors such as work environments and personality traits of library personnel (Setiawan&Irawanto,2020). Scholars have identified the main form or dimension of

organizational commitment as affective commitment, continuous commitment, and normative commitment.

Affective commitment among academic library personnel reflects their emotional attachment and loyalty to the library and the broader academic institution. Librarians with high affective commitment are deeply engaged in their work, feeling a strong sense of belonging to the library community, and are dedicated to supporting the institution's academic mission. They may actively contribute to library initiatives, collaborate with faculty on research projects, and develop innovative programs and services to meet the evolving needs of users. Such academic library personnel rarely absent themselves from work and they are always ready to project the image of the library. Librarians who demonstrate affective commitment are better than those with continuance commitment.

Continuance commitment is a form of commitment that arises out of the fear of unknown. It is a result of a situation where employees feel that they may not get what they are currently enjoying from their present job if they leave for another job. Librarians with high continuance commitment may choose to remain in their positions due to the perceived costs associated with leaving, such as loss of tenure status or retirement benefits. While continuance commitment may contribute to job stability and the retention of experienced librarians, it may also result in complacency or reluctance to explore new opportunities for professional growth and development.

Librarians with continuance commitment are prone to experiencing job dissatisfaction, which can result in an intention to leave and ultimately contribute to employee turnover. Continuous commitment creates an employee who is solely focused on retaining their job, not because they derive satisfaction from their work, but rather to prevent losing their position. This dedication does not ensure job satisfaction and the total congruence of individual interests and the organization. An employee may sense a desire to leave their job, but nevertheless remain present at the workplace due to the small advantages, such as money, that are connected to the employment, (Zito, Emanuel, Molino, Cortese, Ghislieri& Colombo, 2018).

Normative commitment arises out of an obligation in which the employee feels morally bound to remain with an organisation even when they are experiencing some job dissatisfaction. This type of commitment occurs when employees feel a sense of obligation to their organizations, even if they are unhappy in their role, or even if they would like to pursue better opportunities. Normative commitment among academic library personnel reflects their sense of professional ethics, duty, and obligation to serve the academic community. Librarians with high normative

commitment feel a strong sense of responsibility to support the educational mission of the institution, promote information literacy, and advocate for access to information for all users.

In the same vein, organizational commitment plays a crucial role in shaping their attitudes, behaviours, and performance within the academic library setting. Academic library personnel are professionals who are responsible for managing and providing access to information resources, supporting research and scholarship, and facilitating the learning and teaching process within academic institutions (Rahamani, 2022). However, the level of organisational commitment is dependent on certain factors such as personality traits and work environment. Work environment refers to the physical, social, cultural, and psychological setting in which work activities take place. It encompasses the physical space, organizational culture, interpersonal relationships, and overall atmosphere that influence the behaviour, attitudes, and experiences of employees within a workplace. In the context of academic libraries, work environment refers to the combination of physical and psychological atmosphere in which library personnel perform their professional duties, (Hafeez, Yingjun, Hafeez, MomsoorReman, 2018).

Library personnel are more likely to weigh the costs and rewards remaining associated with the organisation. Rewards may include receiving recognition, gaining social approval, building relationships, or promotion. If the work environment is one that rewards hard work and commitment, there is tendency for employee to remain committed to the organisation. However, as can be seen in the definition of organisational commitment, it is important to determine whether employee with affective commitment or normative commitment are less interested in the cost and reward of organisational commitment than those with continuance commitment.

In addition, library personnel may consider the anticipated outcomes of their activities in the workplace. They assess whether working with their colleagues will result in positive outcomes, such as enhanced reputation, increased trust, or improved relationships with colleagues, and whether these outcomes outweigh the costs involved. In essence, it is important to examine whether management and personnel in a library have created an environment that support innovation, hard work and collaboration and appreciate those who contribute more to a given task instead of seeing them as arrogant (Wikham&Hall (2012).

One of the important measure of a good work environment is reciprocity. This is the perceived readiness and willingness of an organisation reward or acknowledges the contribution of employee. Organisations can reciprocate commitment, through recognition, awards, bonuses, increased salary. Reciprocity may also been in form of perks such as paid vacation, health insurance, support for further education and other. Reciprocity is a key driver of organisation

commitment. Library personnel are more likely to develop organisation commitment when are convinced that they organisation will reciprocate Irrespective of work environment.

Librarians' perceptions of equity, recognition, and teamwork are important to their organizational commitment. Positive perceptions of fairness and reciprocal support, as reported by Wikhamn and Hall (2012), enhance interpersonal relationships, fostering a cohesive work culture. However, challenges such as insufficient compensation and recognition can undermine commitment levels, as noted by Iqbal et al. (2021). Effective leadership, fair policies, and opportunities for professional growth emerge as critical factors for enhancing librarians' engagement and retention in tertiary institutions.

Methodology

Total enumeration was adopted for this study, therefore, all one hundred and twenty-five (125) professional librarians employed in university, polytechnic and Colleges of Education library personnel across Lagos State were included in this study. The academic libraries covered by the study include are University of Lagos (UNILAG), Akoka; Lagos State University (LASU), Ojo; Lagos State University of Science and Technology (LASUSTECH), Ikorodu, Lagos; Lagos State University of Education (LASUED) Ijanikin, Lagos; Augustine University, Epe, Lagos; Caleb University, Imota, Lagos; Pan -African University, Lagos, Lekki, Lagos; Anchor University. Ayobo Lagos State; Eko University of Medical and Health Science, Ijanikin, Lagos; Trinity University, Yaba, Lagos. Yaba College of Technology, Yaba Lagos; Michael Otedola College of Primary Education Noforija, Epe; Federal College of Fisheries and Marine Technology and Wolex Polytechnic. Data collected was analysed using descriptive statistics such as simple percentages, mean, and standard deviations. However, 112 (84%) copies of the questionnaire duly filled and were returned for analysis.

The demographic characteristics of the study sample reveal a diverse group of academic librarians in Lagos State. Out of the 112 respondents, 55.4% (62) were female, while 44.6% (50) were male. In terms of educational qualifications, the majority held a Master's degree in Library and Information Science (MLIS/MSc), representing 51.4% (57) of the respondents. This was

followed by 29.7% (33) with a PhD, 18.0% (20) with a Bachelor's degree in Library and Information Science or a BSc, and a small proportion (0.9%, 1) with an MPhil.

Regarding age distribution, the largest group of respondents were aged 40-49 years, accounting for 41.1% (46) of the total, followed by those in the 30-39 year age group (36.6%, 41). A smaller percentage of respondents were aged 25-29 years (11.6%, 13), 50-59 years (9.8%, 11), and only one respondent (0.9%) was aged 60 years or above.

In terms of work experience, most respondents (51.8%, 58) had between 6 and 10 years of experience. This was followed by 19.6% (22) with less than 5 years, an equal 19.6% (22) with 16-20 years, and 7.1% (8) with 11-15 years of experience. A small group, 1.8% (2), had more than 20 years of experience in the library profession. This demographic data provides a comprehensive view of the academic librarians' professional background, age, and qualifications in Lagos State.

Results and Analysis of Data

Research Objective 1: Identify the level of organisational commitment among librarians in tertiary institutions in Lagos State;

Table 2: Level of Organisational Commitment among Librarians in Tertiary Institutions in Lagos State

Affective Commitment	SA	A	D	SD	Mean
I would be very happy to spend the rest of my career with this organization.	6 (5.4%)	35 (31.3%)	69 (61.6%)	2 (1.8%)	2.40
I enjoy discussing my organization with people outside it.	8 (7.1%)	41 (36.6%)	61 (54.5%)	2 (1.8%)	2.49
I really feel as if this organization's problems are my own.	9 (8.0%)	37 (33.0%)	66 (58.9%)	--	2.49
I don't think I can become as attached to another organization as I am to this one	6 (5.4%)	38 (33.9%)	67 (59.8%)	1 (0.9%)	2.44
I feel like 'part of the family' at my organization.	9 (8.0%)	37 (33.0%)	65 (58.0%)	1 (0.9%)	2.48
I feel emotionally attached' to this organization.	4 (3.6%)	43 (38.4%)	64 (57.1%)	1 (0.9%)	2.45
This organization has a great deal of personal meaning for me.	6 (5.4%)	41 (36.6%)	64 (57.1%)	1 (0.9%)	2.46
I feel a strong sense of belonging to my organization.	11 (9.8%)	37 (33.0%)	63 (56.9%)	3 (1.9%)	2.52
Average Mean					2.47
Continuance Commitment					
I am afraid of what might happen if I quit my job without having another one lined up.	10 (8.9%)	37 (33.0%)	65 (58.0%)	--	2.51
It would be very hard for me to leave my organization right now, even if I wanted to.	7 (6.3%)	40 (35.7%)	65 (58.0%)	--	2.48
Too much in my life would be disrupted if I decided I wanted to leave my organization now.	4 (3.6%)	42 (37.5%)	65 (58.0%)	--	2.44

It would be too costly for me to leave my organization now.	5 (4.5%)	44 (39.3%)	62 (55.4%)	1(.9%)	2.47
Right now, staying with my organization is a matter of necessity as much as desire.	8 (7.1%)	42 (37.5%)	62 (55.4%)	--	2.52
I feel that I have too few options to consider leaving this organization.	5 (4.5%)	41 (36.6%)	66 (58.9%)	--	2.46
One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.	5 (4.5%)	40 (35.7 %)	67 (59.8%)	--	2.45
One of the major reasons I continue to work for this organization is that another organization may not match the overall benefits I have here.	4 (3.6%)	45 (40.2%)	62 (55.4%)	1 (0.9%)	2.46
Average Mean					2.47
Normative Commitment					
I think that people these days move from company to company too often.	9 (8.0%)	65 (58.0%)	38 (33.9%)	--	2.74
I believe that a person must always be loyal to his or her organization.	12 (10.7 %)	64 (57.1%)	35 (31.3%)	1 (0.9%)	2.78
Jumping from organization to organization seem unethical to me.	13 (11.6 %)	57 (50.9%)	39 (34.8%)	3 (2.7%)	2.71
One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain.	14 (12.5 %)	59 (52.7%)	39 (34.8%)	--	2.78
If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization.	8 (7.1%)	59 (52.7%)	44 (39.3%)	1 (0.9%)	2.66
I was taught to believe in the value of remaining loyal to one's organization.	11 (9.8%)	61 (54.5%)	38 (33.9%)	2 (1.8%)	2.72
Things were better in the days when people stayed with one organization for most of their careers.	13 (11.6 %)	58 (51.8%)	39 (34.8%)	2 (1.8%)	2.73
I think that wanting to be a 'company man' or 'company woman' is still sensible.	12 (10.7 %)	63 (56.3%)	36 (32.1%)	1 (0.9%)	2.77
Average Mean					2.74
Aggregate Mean					2.56

Source: Fieldwork, 2024

Decision Rule: 0.0-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Table 1 provides an in-depth analysis of the organizational commitment levels among academic librarians in Lagos State, focusing on three key dimensions: affective commitment, continuance commitment, and normative commitment. Affective commitment reflects emotional attachment to the organization. The mean scores range from 2.40 (happiness to spend the rest of one's career with the organization) to 2.52 (feeling a strong sense of belonging), with an average mean of 2.47. The standard deviation indicates variability, but the scores consistently reflect low

emotional attachment. For instance, “I feel emotionally attached to this organization” scored a mean of 2.45, highlighting a lack of strong affective ties. Continuance commitment measures the perceived cost of leaving the organization. Scores range from 2.44 (disruption caused by leaving) to 2.52 (staying due to necessity and desire), with an average mean of 2.47. This indicates ambivalence regarding the costs of leaving the organization. The data suggest that economic or circumstantial factors are not significant motivators for retention among respondents. Normative commitment reflects a sense of moral obligation to remain with the organization. This dimension shows relatively higher mean scores, ranging from 2.66 (belief that leaving for a better job is unethical) to 2.78 (loyalty as a moral obligation). The average mean is 2.74, indicating that ethical considerations are stronger drivers of commitment compared to emotional attachment or perceived costs. Therefore, the aggregate mean score of 2.56 suggests moderate organizational commitment, driven primarily by normative factors and improvements in emotional and economic motivators may enhance overall organizational commitment.

Research Question Two: What is the prevalent work environment in academic libraries in tertiary institutions in Lagos State?

Table 4.4: Prevalent Work Environment in Academic Libraries in Tertiary Institutions in Lagos State

Cost/Rewards	SA	A	D	SD	Mean
My workload in the library is manageable.	35 (31.3%)	71 (63.4%)	6 (5.4%)	--	3.26
The library provides adequate resources for me to perform my job effectively.	31 (27.7%)	75 (67.0%)	4 (3.6%)	2 (1.8%)	3.21
I feel that the benefits I receive (e.g., salary, health benefits) are fair for the work I do.	23 (20.5%)	78 (69.6%)	9 (8.0%)	2 (1.8%)	3.09
The recognition I get for my work is sufficient.	28 (25.0%)	73 (65.2%)	9 (8.0%)	2 (1.8%)	3.13
I feel that my efforts are adequately rewarded by the library.	30 (26.8%)	71 (63.4%)	10 (8.9%)	1 (0.9%)	3.16
Average Mean					3.17
Outcome Expectation					
I believe my work in the library contributes to the overall success of the organization.	45 (40.2%)	64 (57.1%)	2 (1.8%)	1 (0.9%)	3.37
The tasks I perform are meaningful and valuable to the library's mission.	48 (42.9%)	62 (55.4%)	2 (1.8%)	--	3.41
I expect to achieve my career goals through my work at the library.	46 (41.1%)	64 (57.1%)	1 (0.9%)	1 (0.9%)	3.38
My work here will positively impact my future career prospects.	45 (40.2%)	65 (58.0%)	2 (1.8%)		3.38
The training and development opportunities in the library will help me grow professionally.	45 (40.2%)	65 (58.0%)	2 (1.8%)		3.38
Average Mean					3.38

Equity/Fairness					
All employees in the library are treated fairly.	35 (31.3%)	74 (66.1%)	3 (2.7%)	--	3.29
Promotions and advancements in the library are based on merit.	37 (33.0%)	73 (65.2%)	2 (1.8%)	--	3.31
The library management handles conflicts impartially.	37 (33.0%)	72 (64.3%)	1(.9%)	2 (1.8%)	3.29
The workload is distributed fairly among staff members.	36 (32.1%)	74 (66.1%)	2 (1.8%)		3.30
I believe that everyone in the library has equal opportunities to succeed.	41(36.6%)	70(62.5%)	1(.9%)		3.36
Average Mean					3.31
Reciprocity					
I feel valued by my colleagues for the help I provide.	41 (36.6%)	70 (62.5%)	1(.9%)	--	3.36
I am willing to go the extra mile because my coworkers do the same for me.	41 (36.6%)	69 (61.6%)	2 (1.8%)	--	3.35
When I need assistance, I can count on my colleagues to help me.	44 (39.3%)	65 (58.0%)	3 (2.7%)	--	3.37
There is a strong sense of teamwork and collaboration in the library.	46(41.1%)	65 (58.0%)	1(.9%)	--	3.40
The support I receive from my colleagues motivates me to support them in return.	46 (41.1%)	65 (58.0%)	1(.9%)		3.40
Average Mean					3.38
Aggregate Mean					3.31

Source: Fieldwork, 2024

Decision Rule: 0.0-1.49 = very low, 1.50-2.49 – low, 2.50 -3.49 = High, 3.50-4.00 = Very high.

Table 3 presents analysis of the work environment experienced by academic librarians in Lagos State, with a focus on four critical dimensions: Cost/Rewards, Outcome Expectation, Equity/Fairness, and Reciprocity. The dimension of cost/rewards assesses perceptions of workload, resource adequacy, compensation, and recognition. The mean scores range from 3.09 (perceived fairness of benefits) to 3.26 (manageable workload), with an average mean of 3.17. While the scores suggest overall satisfaction, the relatively lower mean for benefits (3.09) indicates an area requiring improvement. Also, outcome expectation evaluates the perceived alignment of work with personal and organizational goals. The mean scores range from 3.37 (work's contribution to organizational success) to 3.41 (tasks being meaningful and valuable), with an average mean of 3.38. These high scores indicate that librarians strongly believe in the significance and future benefits of their roles. This dimension equity/fairness measures perceptions of fairness in treatment, promotion, and workload distribution. The mean scores range from 3.29 (impartial conflict handling) to 3.36 (equal opportunities for success), with an average mean of 3.31. The high scores reflect positive perceptions of equity in the library environment. In addition, reciprocity explores the mutual support and teamwork among

colleagues. The mean scores range from 3.35 (willingness to go the extra mile) to 3.40 (strong sense of collaboration), with an average mean of 3.38. These high scores highlight a robust culture of teamwork and mutual support. The aggregate mean score of 3.31 suggests a favourable work environment. Outcome expectation and reciprocity scored the highest (mean of 3.38 each), indicating strong alignment of work with career goals and excellent collegial support. However, areas like benefits and recognition within the cost/rewards dimension warrant attention to further improve the work environment.

Findings and Discussion

This study provides insights into the organizational commitment levels of academic librarians in Lagos State, focusing on affective, continuance, and normative commitment dimensions. The findings indicate low affective commitment, with librarians displaying limited emotional attachment to their organizations. This aligns with Rahmani (2022), who noted that organizational structures and lack of intrinsic motivation hinder emotional bonds. Similarly, Ajegbomogun and Diyaolu (2018) attributed low affective commitment to poor workplace conditions and limited professional development. Librarians in Lagos State may have weak emotional ties due to inadequate resources and job satisfaction. Moderate levels of continuance commitment suggest that librarians stay in their roles out of necessity rather than preference. Economic constraints and limited job prospects contribute to this, reinforcing the findings of Zito et al. (2018) and Hafeez et al. (2019), who reported similar patterns in other sectors. This suggests a workforce that remains in place due to external constraints rather than genuine attachment. The strongest commitment dimension observed was normative commitment, driven by a sense of ethical obligation to stay with the organization. Setiawan and Irawanto (2020) emphasized the role of leadership in fostering this commitment, which is consistent with the findings here, where cultural and ethical factors play a significant role in retention. While normative commitment may temporarily retain staff, it may not be sustainable in the long term. The work environment significantly influences commitment levels. The study aligns with Hafeez et al. (2019) and Iqbal et al. (2021), who highlighted the importance of job satisfaction and workplace support. Despite challenging work conditions, a strong sense of duty keeps normative commitment intact. However, gaps in resources and support weaken affective and continuance commitment, underlining the need for improvement in workplace conditions. In terms of work environment dimensions, the Cost/Rewards dimension showed favorable scores for manageable workloads and available resources, though compensation and recognition were lower, signaling

areas for improvement. Addressing these gaps could enhance affective and continuance commitment, as suggested by Iqbal et al. (2021) and Hafeez et al. (2019). The Outcome Expectation dimension received the highest ratings, reflecting that librarians find their work meaningful and aligned with their career goals. This intrinsic motivation could help mitigate the low affective commitment observed. Positive perceptions of fairness in workload distribution and opportunities for advancement were reflected in the Equity/Fairness dimension. These findings echo Aranki et al. (2019) and Hafeez et al. (2019), who emphasized that fairness enhances job satisfaction and organizational commitment. Similarly, the Reciprocity dimension, which highlights teamwork and mutual support, showed strong results, reinforcing the importance of interpersonal relationships in fostering a cohesive work environment.

Finally, the study highlights the complex nature of organizational commitment among academic librarians in Lagos State, with normative commitment being the most influential retention factor. However, low affective and moderate continuance commitment suggests that librarians may stay due to necessity or ethical obligation rather than emotional attachment. To improve retention, library administrators should focus on enhancing emotional engagement, addressing resource gaps, and fostering a culture of recognition. Future research could further explore the interaction between organizational culture, personality traits, and commitment to develop targeted strategies for retention.

Conclusion

The study reveals a moderate level of organizational commitment among librarians in tertiary institutions in Lagos State. Despite this, affective commitment appears to be low, suggesting that while many librarians feel an obligation to remain with their current employers, this does not necessarily translate to a deep emotional attachment or enthusiasm for their organizations. The work environment in these academic libraries is generally positive, with librarians acknowledging the meaningfulness of their work, its contribution to organizational success, and the career opportunities it provides. However, there are areas needing improvement, particularly in compensation, recognition, resources, and support.

Recommendations

- i. To improve the low level of affective commitment among librarians, libraries should focus on initiatives that strengthen emotional connections, such as recognizing and rewarding loyalty and creating a more engaging and supportive work culture.
- ii. Although the work environment is generally positive, there is a need to address areas like compensation and recognition where librarians express dissatisfaction. Improving salary structures and recognition programs could enhance job satisfaction and boost organizational commitment.
- iii. Library administrators should continue to ensure that policies related to promotions, workload distribution, and conflict resolutions are transparent, equitable, and merit-based, to maintain positive perceptions of fairness among staff
- iv. Encouraging teamwork, open communication, and peer mentorship can strengthen interpersonal relationships and contribute to a positive work environment.

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