

Job Security, Welfare Provision and Secretary's Commitment in Ogun State Tertiary Institutions, Nigeria

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Abstract

Secretaries performed tasks that are essential for the smooth, efficient and effective operations in an office by creating, editing, recording information and data. Hence, this study investigated job security, welfare provision and secretary's commitment in Ogun State Tertiary Institutions, Nigeria. The population of the study was made up of 268 secretaries of Federal Polytechnic, Ilaro, Moshood Abiola Polytechnic, Tai Solarin University of Education and Olabisi Onabanjo University. The total enumeration technique was adopted due to the manageable size of the population. The questionnaire was the instrument for data collection. The result shows that secretaries' commitment could be enhanced when the management of Ogun State tertiary institution provide good welfare system, availability of resources and also have proper job security policies in place as this could also make the secretaries to be committed to their job. It could be concluded that both job security and welfare provision significantly influence secretaries' commitment in Ogun State tertiary institutions, Nigeria. It was recommended that management of Ogun State tertiary institutions should provide guarantee job security and permanence of jobs for secretaries. However, security of jobs of the secretaries was further ensured through friendly and progressive management policy and actions. Events, activities and, actions that could result into loss of jobs and impinge on job security were avoided.

Keywords: Job Security, Welfare Provision, Commitment, Secretaries

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Introduction

Commitment can be referred to as the emotional and psychological attachment an employee feels towards their organization and their work. It is a measure of an employee's loyalty, dedication, and engagement, going beyond a basic employment contract. Employee commitment is the dedication, loyalty, and engagement an employee feels towards their organization and their work.

Commitment involves employee's sense of responsibility and enthusiasm for achieving organizational goals, and they are more likely to be productive, stay with the organization, and take ownership of their work.

Commitment incorporates a mind-set, which demonstrates their dedication and attachment to their organization (Azmy, 2022). Commitment have been found to be related to a variety of work-related outcomes such as increased quality service delivery, employee performance, organizational effectiveness, and reduced turnover and withdrawer cognition. More so, commitment of employees is very important in today's competitive information service delivery environment as tertiary institutions are trying to keep pace and compete with one another. In order for tertiary institutions to justify their relevance in the academic community, committed employees which include secretaries are required to achieve success in attaining their goals by ensuring that they have a high job performance (Ali, 2021).

Secretaries' commitment is defined as the relative strength of an individual's identification with and involvement in a tertiary institution. Secretaries' commitment describes the secretaries' state of commitment to the tertiary institution, as well as the secretaries' identification with the institution's values and goals, when secretaries are committed to the institution, they tend to use all their skills and talents to ensure that the goals and objectives of the institution are met. This could in turn enhance their job performance. When Ogun State tertiary institutions recruit, train, and then retrain skilled secretaries, the overall stability of the tertiary institution is maintained in terms of productivity (Allida, 2021). Most service-oriented organizations including tertiary institutions have recognized that commitment of workforce is essential in the achievement of the organizational success.

Qualified secretaries are far too few to fill the workforce gap of secretaries in tertiary institutions globally. A Secretary's commitment is crucial to the attainment of goals of organisations including tertiary institutions. Uncommitted secretaries do bring about low productivity and dissatisfaction in Ogun State tertiary institutions. (Bhatti, 2022). Several tertiary institutions' secretaries claimed commitment to their respective jobs based on norm. Security of job of secretaries is a factor that could enhance their commitment. Job security is crucial to the commitment of secretaries to a tertiary institution and otherwise and it has consequence on

secretaries' commitment to the tertiary institutions. Secretaries will be more steadfast to their job and the tertiary institution if they feel secure. Job security can be referred to as attachments to the jobs by employees. It make employees loyal and committed to their organisations because employees with a high sense of security in organisations have a high sense of regards for the organisations, consider them as theirs and, have passionate feeling for them. In addition security of jobs creates pleasant rapport between the workforce and organisations. As such, tertiary institutions where the secretaries enjoy job security may enjoy stability, progress and longevity, (Buraimo, 2021) posited that job security, habitually calculated by means of the supposed possibility of future loss of jobs, is a factor that can influence employee commitment among secretaries in a tertiary institution. They posited that the sway that job security has on employee commitment is not only a function losing a job and securing another by a secretary. The consequence of this on employee commitment of a secretary differs based on occurrence of the apparent job loss happens and availability of vacancies in other tertiary institutions.

Consequently, this study investigated the correlation between job security, welfare provision and secretary's commitment of in Ogun State Tertiary Institutions, Nigeria. One of the essential functions of management is to determine how employees can be motivated to be highly productive by satisfying their needs. This assumption presupposes that every worker has some internal urge which propels him in specific directions towards the realization of his entire life's ambition. According to Agusioma (2023), the direction of those urges or needs differs from one employee to another. However, certain uniform clusters of needs have been very easy to determine and when these needs are being provided, it will help to enhance productivity in tertiary institutions. According to Haines (2007) the assumption that Nigeria workers are motivated to perform more by increased in wages and other salary supplement such as pay leaves, fees for health care programme, bonuses, pension and gratuity plans and insurance have received some support.

Welfare provision could be viewed as the efforts that management puts in place to make life worth living for secretaries of a tertiary institution (Keitany, 2024). Secretaries' welfare involves the provisions of various services, facilities and amenities for the benefit of the secretaries for improved standard of living. It is part of the efforts of management of a tertiary institution to meet the needs of their workforce in order to improve their productive capacity. Secretaries' welfare is

directed towards ensuring that the secretaries are happy and comfortable, in order to perform their tasks effectively. Secretaries' welfare has been relevant in recent times for greater achievement of desired goals of various organizations. There is the need to provide a good working environment, staff quarters or accommodation, health care services, safety and appropriate remuneration. Failure of tertiary institutions to adequately take the welfare of their secretaries into consideration could lead to poor performance and low productivity. Some employers now recognize that addressing employee welfare is one way of positive and effective human resource management which is critical to organizations performance. Hence, this study investigates job security and welfare provision as correlates of secretaries' commitment in Ogun State Tertiary Institutions, Nigeria.

Statement of the Problem

Secretaries are crucial to the attainment of goals of tertiary educational institutions. Secretaries are the institutions are the activator of functions and services of the institution by processing information and recording academic data. This make secretaries' essential requirement alongside the resources, facility and equipment of tertiary institutions. Secretaries in tertiary institutions desire job security and welfare provision to efficiently carry out their duties and to exhibit commitment to their tertiary institutions. Commitment of tertiary institutions' secretaries has been observed to be low when it is juxtaposed with the level of usage of print and electronic resources in Ogun State tertiary institutions. Students, especially undergraduates have observed to find it difficult in assessing their academic records, results and other necessary information which has led to inability to process graduating students for NYSC programmes. The reasons for poor access to academic information as and due can be attributed to the poor job security and low level of welfare packages from the management to the secretaries, Secretaries mentality and attributes to work and the tertiary institutions they work may also be the reason. This is because secretaries that are poorly motivated, disgruntled, feel insecure and, lack commitment to the success of their tertiary institution. Thus, this study investigated the influence of job security and welfare provision on commitment of secretaries in Ogun State Tertiary Institutions, Nigeria.

Objective of the Study

The main purpose of the study was to determine the influence of job security and welfare provision on secretaries' commitment in Ogun State Tertiary Institutions. The study specifically determined;

1. the level of secretaries commitment in Ogun State Tertiary Institutions, Nigeria.
2. the level of job security experienced by secretaries in Ogun State Tertiary Institutions, Nigeria.
3. the level of welfare provided for secretaries in Ogun State Tertiary Institutions, Nigeria.

Research Question

In order to achieve the objective of the study the following research question guided the study.

1. What is level of secretaries' commitment in Ogun State Tertiary Institutions, Nigeria?
2. What is the level of job security experienced by secretaries in Ogun State Tertiary Institutions, Nigeria?
3. What is the level of welfare provided for secretaries in Ogun State Tertiary Institutions, Nigeria?

Scope of the Study

The study focused on determination of the influence of job security and welfare provision on secretaries' commitment in Ogun State Tertiary Institutions, Nigeria. The Tertiary Institutions to be considered are Federal Polytechnic, Ilaro, Tai Solarin University of Education, Moshood Abiola Polytechnic and Olabisi Onabanjo University. The respondents are secretaries in the tertiary institutions.

Review of Related Literatures

Secretaries' Commitment

Employee commitment in the workplace can further be divided into different aspects. Employees such as secretaries may be committed to career, occupation, goals, teams, leaders or organization. Some researchers conducted a review of previous studies and conceptualizations on commitment. They argue that it is well recognized that employees develop more than one work-relevant commitment. Even though all of these are to be seen in the workplace and affect secretaries' total workplace commitment, they all have their own characteristics (Allida, 2021). What is good to

notice, is that these various commitments will exist at the same time and secretaries always have many commitments to different institutions and people, for example, family, friends, sports and community groups. Therefore, it is unrealistic to expect total commitment to the organization. Commitment in the workplace has been quite widely studied since 1950's. On the other hand, it was pointed out that, there is quite rational reason behind that, since secretaries' commitment is connected to many things we consider important – work satisfaction, sickness related absences and willingness to change job, just to mention few. Despite the vast amount of studies and interest towards commitment, there is still disagreement about what it is, how it develops and affects behaviour (Buraimo, 2021). Secretaries' commitment is seen as a psychological attachment to a tertiary institution. It reflects "the degree to which secretaries internalizes or adopts the characteristics or perspectives of the organization". Commitment can be formed by three independent mechanisms: compliance, identification and internalization. Compliance is shallowest of them all and is connected to rewards. Person adopts certain attitudes and behaviours in order to gain specific awards. Identification is step further into deeper commitment. Secretaries feel proud to be part of that specific organization and thus accepts and respects its' values and accomplishments. He or she wants to establish or maintain good relationship with that specific group.

Job Security

The term job security has become an important aspect in the life of every employee in any organization as the most important desire of every employee is to keep their jobs for as long as they wish. This can only be achieved when and where the job one does brings satisfaction and economic benefits. According to Kwabiah (2023), job security has a significant effect on the overall performance of the team as well as on the organisation's performance. It was noted that organizations with worker with low job security cause people to lose faith in their future which consequently affect performance. The more an employee enjoys high job security the more likely he would effectively perform his task which will reflect in the overall performance in the organization. Yousef (2021) defines job security as the assurance in an employee's job. Thus, secretaries in a tertiary institution need to be secured in their areas of specialization. Leysen (2019) agreed that job security has become indispensable in secretaries and academic institution preference list. This implies that security is far beyond a situation free of dangers, but is an

‘insurance’. With the shift of focus from protection against concrete dangers towards insurance, security has become “a general ‘societal idea of value ‘and a universally employed ‘normative concept’ that is used with different meanings in an affirmative manner”. However, the most desirable part of every employee is to keep their job for a long period of time. Therefore, the problems most organization faced is not just to employ staff, but to ensure that such employee is retain by securing their job. Security is the degree of resistance to, or protection from harm. Therefore, security can be defined as a way through which a secretary is assured of his work. A secretary is an indispensable employee in a tertiary institution, the personal attributes and roles of a secretary has made her somebody to reckon with in a tertiary institution. A secretary is a major communicating link between the tertiary institution management, colleagues, students and other academic community. As a result of this, a secretary plays a vital role in helping to create and maintain the smooth running of a tertiary institution. Thus, a secretary can be seen as the backbone and image of a tertiary institution which makes her to be somebody that needs to be secured on the job because of the importance of her job function in the tertiary institution.

Welfare Provision

Welfare is a broad concept which refers to the state of living of an individual or a group in a desirable relationship with the total environment- ecological, economic and social. After basic pay and incentives, the third major components of organizational reward system are welfare and social security benefits some of which are mandated by law and some are voluntary. Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhances quality of work life of workers and their productivity (Nwankwo, 2023). Welfare can be considered to be a desirable state of existence involving physical, mental, moral and emotional well- being. Manju (2017) defined employee welfare provision as the good fortune, health, happiness and prosperity of a person, group, or organization; wellbeing: to look after a child's welfare; the physical or moral welfare of society. This is the financial or other assistance to an individual or family from an organization, city, state, or national government. Welfare is a comprehensive term including various services, benefits and facilities offered to secretaries of a tertiary institution. The welfare provision need not only be monetary. They could be benefits in kind or other forms but also capable of being monetized. These include items such as allowances, housing, transportation,

medical insurance and food. Secretaries' welfare also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against diseases, accidents and unemployment for workers and their families. Through such benefits services and facilities, the management makes life worth living for secretaries hence improved employee performance.

Theoretical Framework

Allen and Meyer Model of Employee Commitment

The Allen and Meyer model is the first contemporary theory of employee commitment which was propounded by Allen and Meyer in 1990. This theory was used to study a wide range of conceptual framework on employee commitment from the view point of individual's connection with the organization (Allen, 1990). Employee commitment was initially viewed as two dimensional namely, affective and continuance. The first dimension, namely affective commitment was defined as positive feelings of identification with, attachment to and involvement in the work organization and the second dimension, namely continuance commitment is the extent to which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving. After further research, a third dimension, namely normative commitment was added. It is a sense of obligation an employee has to the organization, a feeling of staying with the organization because it is the right thing to do.

The strength of normative commitment is influenced by accepted rules about reciprocal obligation between the organization and its employees. The reciprocal obligation is based on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way. This implies that individual often feel an obligation to repay the organization for investing in them, for example through training and development (Bhatti, 2022). It was argued that this moral obligation arises either through the process of socialization within the society or the organization. In either case it is based on a norm of reciprocity, in other words if the employee receives a benefit, or the organization under the moral obligation to respond in kindness. The Allen and Meyer model for employee commitment is related to this study because it has given an explanatory fact about the commitment of secretaries as example of employee in a tertiary institution. The output of a secretary of any

institution depends on the attitude and behaviour of such individual as Allen and Meyer model is considered to relate to process in which a secretary becomes locked in the institution and how he or she is able to deal with it, as a result, determines the commitment of such secretary in the institution.

Herzberg's Two – Factor Theory

This study is anchored on Herzberg's two factor theory. The theory which is also referred to as the motivator – hygiene theory was propounded by Fredrick Herzberg as cited in Haines (2007). Motivational factors are intrinsic to work itself. They make the work more challenging, enjoyable and rewarding. These factors include achievement, recognition, responsibility, advancement, growth possibility and the work itself. On the other hand, the hygiene or dissatisfiers have a preventive quality because workers may not be happy working when the environment, they operate in is not hygienic. However, the good hygiene in their work environment does not necessarily guarantee happiness. Rather, it helps to reduce the feeling of dissatisfaction. The hygiene factors explain the work context and they are established to avoid unnecessary pleasantries in workplace. The hygiene factors include; organizational policy and administration, supervision, salary, working conditions, relationship with supervisors and subordinates, status and security.

Employees are expected to enjoy certain conditions of service as a result of the traditional work relationship between them and their employers. When these conditions sufficiently exist in their workplaces, they perform better to meet the minimum requirements of their job. But failure of the conditions to exist in adequate quantity or their absence will cause employees to be dissatisfied in their work, unhappy and they will be less productive. This situation will reduce their level of motivation and may cause them to be ineffective in their job performance. This theory highlights the importance of employee welfare in job performance. Its proposition is that employee welfare is directly related to employee performance. This theory works well when they have same objective of better welfare for both employers and employees.

Job Security, Welfare Provision and Secretaries' Commitment

Angle (2021) examined the logicity of job security, welfare provision on organisational commitment and workers' performance in industries in Takoradi. They found out that welfare

provision and job commitment correlated with job performance. However, job security did not show significant correlation with performance. They further reported no correlation between job security and organizational commitment. They recommended that workers' welfare with their job and job security should be energetically pursued by management in order to bring out and prolong organizational commitment and enhanced performance of workers. Anwar (2022) conducted a study on "The impact of job security on welfare provision in economic contractions versus expansions." They stated that welfare provision is growing as a subject of economic research as it has been linked to important labour market outcomes such as quits, absenteeism and worker training. Their study concluded that job security is acknowledged as a very significant and greatly cherished quality to a worker. However not all job security can be treated in the same way. They found that in economic contractions for example, job security raises worker job satisfaction more than in economic expansions, since they may be afraid that job loss in a larger capacity as job openings are fewer in contractions than in expansions.

Tett (2023) studied level of welfare provision among the librarians employed in private and public universities libraries in Ondo State, Nigeria. The study compared the responses of the librarians in the two categories of university libraries on job satisfaction. The issues investigated are remuneration and other benefits, motivation and payment of incentives, administration of library, personnel administration and, relationship among librarians. The study reported insignificant variation in the level of job satisfaction of librarians in both private and public universities. Similarly, Shan (1998) stated that satisfaction of employees with their jobs in any organisation plays a critical role in shaping their level of productivity. They researched into the connection between job satisfaction and productivity of librarians in Nigerian public universities. This was borne out of the belief that job satisfaction and productivity of librarians in public university libraries in Nigeria were low. The study found a significant affiliation between job satisfaction and productivity ($r = 0.025$, $P < 0.05$) of the librarians. This shows that job satisfaction and productivity levels of the librarians were high and it suggested that managements of university libraries provide more employee gratitude, good leadership style and enhanced human capital development activities that would raise the level of job satisfaction and productivity of their employees.

Methodology

This study adopted a descriptive research survey design to determine the influence of job security and welfare provision on secretary's commitment in Ogun State Tertiary Institutions, Nigeria. The population of the study comprises all secretaries in Ogun State tertiary Institutions which include Federal Polytechnic, Ilaro, Tai Solarin University of Education, Moshood Abiola Polytechnic and Olabisi Onabanjo University. Total enumeration of the entire 268 secretaries was undertaken due to the relatively small size of the population. Questionnaire was the instrument used for data collection. The instrument was considered appropriate because of the large number of the respondents involved.

Results

The questionnaire return rate is presented on Table 1

Table 1: Questionnaire Response

| S/N | Name of Public Universities | Sample | Return | % |
|-----|-------------------------------------|------------|------------|------------|
| 1 | Federal Polytechnic, Ilaro | 78 | 78 | 100 |
| 2 | Tai Solarin University of Education | 52 | 52 | 100 |
| 3 | Moshood Abiola Polytechnic | 63 | 63 | 100 |
| 4 | Olabisi Onabanjo University | 75 | 75 | 100 |
| | Total | 268 | 268 | 100 |

Table 1 shows that 100% of the questionnaires administered were also recovered, the total copies were filled and returned, indicating a return rate of 100%. In all, 268 copies of the questionnaires were administered and all copies were correctly filled and returned, indicating a return rate of 100%.

Research question 1: What is level of secretaries' commitment in Ogun State Tertiary Institutions, Nigeria?

Table 2: Descriptive Responses on the level of secretaries' commitment in Ogun State Tertiary Institutions, Nigeria

| Statement | SA | A | D | SD | Mean |
|--|--------------|-------------|-------------|------------|------|
| I would be very happy to spend the rest of my career in this institution | 150 (56%) | 75 (28%) | 29 (11%) | 14 (5%) | 3.62 |

| | | | | | |
|--|--------------|--------------|-------------|------------|-------------|
| This organization has a great deal of personal meaning for me | 133 (50%) | 90 (34%) | 41 (15%) | 4 (1%) | 3.30 |
| I feel obliged to remain with my institution | 146 (54%) | 101 (38%) | 21 (8%) | - | 3.43 |
| I would not leave my institution right now because of my sense of obligation to it | 151 (56%) | 93 (35%) | 19 (7%) | 5 (2%) | 3.75 |
| Right now, staying with my job at this institution is a matter of necessity as much as desire | 108 (40%) | 122 (46%) | 28 (10%) | 10 (4%) | 3.57 |
| Weighted Mean | | | | | 3.53 |
| Decision rule; If mean ranges from 1 – 2.4 = Strongly Disagree, 2.5 – 2.9 = Disagree, 3.0 -3.5 = Agree, 3.6 – 4.0 = Strongly Agree. | | | | | |

The finding of research question one revealed that the level of secretaries' commitment in Ogun State Tertiary Institutions, Nigeria is moderately high as observed in the result of the analysis with a weighted mean of 3.53 which implies very strong agreement.

Research question 2: What is the level of job security experienced by secretaries in Ogun State Tertiary Institutions, Nigeria?

Table 3: Descriptive Responses on the level of job security experienced by secretaries in Ogun State Tertiary Institutions, Nigeria

| Statement | SA | A | D | SD | Mean |
|---|--------------|--------------|------------|------------|------|
| My workload is sure not to get heavier in the future | 153 (57%) | 101 (38%) | 14 (5%) | - | 3.57 |
| I believe the future will see a increase in the interest of my work | 117 (44%) | 130 (49%) | 24 (9%) | - | 3.71 |
| Having a different boss in future is of less concern to me | 133 (50%) | 111 (41%) | 10 (4%) | 14 (5%) | 3.40 |
| I do feel secure about my prospects for advancement in my job | 140 (52%) | 100 (37%) | 10 (4%) | 18 (7%) | 3.40 |
| I'm less certain who coworkers I'll be working within the near future | 151 (56%) | 99 (37%) | 18 (7%) | - | 2.60 |

Weighted Mean **3.33**

Decision rule; If mean ranges from 1 – 2.4 = Strongly Disagree, 2.5 – 2.9 = Disagree, 3.0 -3.5 = Agree, 3.6 – 4.0 = Strongly Agree.

The finding of research question two revealed that the level of job security experienced by secretaries in Ogun State Tertiary Institutions, Nigeria is moderately high, though there is room for improvement on the path of the management. This is evidence in the weighted mean of 3.33

Research question 3: What is the level of welfare provided for secretaries in Ogun State Tertiary Institutions, Nigeria?

Table 3: Descriptive Responses on the level of welfare provided for secretaries in Ogun State Tertiary Institutions, Nigeria

| Statement | SA | A | D | SD | Mean |
|--|--------------|---------------|-------------|------------|-------------|
| Secretaries enjoy payment of new minimum wage | 99 (37%) | 141 (53%) | 18 (7%) | 10 (4%) | 3.67 |
| Secretaries and their family members enjoy highly subsidized medical treatment | 117 (44%) | 123 (46%) | 18 (7%) | 10 (4%) | 3.22 |
| Secretaries enjoy subsidized decent staff quarters. | 107 (40%) | 141 (53%) | 20 (7%) | - | 3.01 |
| Car loan is provided to secretaries | 107 (40%) | 138 (51%) | 15 (6%) | 8 (30%) | 3.50 |
| Secretaries are regularly promoted when they are due | 111 (41%) | 129 (48%) | 28 (10%) | - | 2.99 |
| Weighted Mean | | | | | 3.28 |

Decision rule; If mean ranges from 1 – 2.4 = Strongly Disagree, 2.5 – 2.9 = Disagree, 3.0 -3.5 = Agree, 3.6 – 4.0 = Strongly Agree.

The finding of research question three revealed that the level of welfare provided for secretaries in Ogun State Tertiary Institutions, Nigeria is moderate high while there is room for improvement in the area of due promotion. This is evidence in the weighted mean of 3.28

Discussion

This finding of the study is in support of the submission carried out by Angle (2021) examined the logicity of job security, welfare provision on organisational commitment and workers' performance in industries in Takoradi. They found out that welfare provision and job commitment correlated with job performance. However, job security did not show significant correlation with performance. They further reported no correlation between job security and organizational commitment. They recommended that workers' welfare with their job and job security should be energetically pursued by management in order to bring out and prolong organizational commitment and enhanced performance of workers. Anwar (2022) conducted a study on "The impact of job security on welfare provision in economic contractions versus expansions." They stated that welfare provision is growing as a subject of economic research as it has been linked to important labour market outcomes such as quits, absenteeism and worker training. Their study concluded that job security is acknowledged as a very significant and greatly cherished quality to a worker. However not all job security can be treated in the same way. They found that in economic contractions for example, job security raises worker job satisfaction more than in economic expansions, since they may be afraid that job loss in a larger capacity as job openings are fewer in contractions than in expansions.

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libraries provide more employee gratitude, good leadership style and enhanced human capital development activities that would raise the level of job satisfaction and productivity of their employees.

Conclusion

Based on the findings of the study, it could be affirmed that secretaries' commitment could be enhanced when the management of Ogun State tertiary institution provide good welfare system, availability of resources and also have proper job security policies in place as this could also make the secretaries to be committed to their job. It could be concluded that both job security and welfare provision significantly influence secretaries' commitment in Ogun State tertiary institutions, Nigeria.

Recommendation

Based on the findings of this study, it is recommended that

1. Management of Ogun State tertiary institutions should ensure high pay, bonuses, leave as and when due, remuneration, promotion among others to secretaries, all these could enhance their commitment.
2. There is relatively job security in Ogun State tertiary institutions. The management of Ogun State tertiary institutions should provide guarantee job security and permanence of jobs for secretaries. However, security of jobs of the secretaries should be further ensured through friendly and progressive management policy and actions. Events, activities and, actions that could result into loss of jobs and impinge on job security should be avoided.
3. Ogun State tertiary institutions' management should implement the new minimum wage and other welfare packages for secretaries and should pay them all the minimum wage arrears and the backlog of other allowances so far accumulated.

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