Employee Relations, Job Satisfaction and Employee Commitment of Librarians in universities in Ondo State, Nigeria

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Abstract

Purpose – *For academic librarians to survive and fulfil their mandate, commitment is key. In Nigeria, the turnover rate and mobility appear relatively high. It could be attributed to the fact that they are not satisfied, or simply that their relationship with each other is strained. Therefore, the purpose of this study is to examine the relationship between employee relations, job satisfaction and commitment of librarians in universities in Ondo State.*

Design/methodology/approach - *A survey design was employed in the study. The population comprised 90 librarians using total enumeration technique. Data was collected with the aid of a questionnaire. A response rate of 93.3% was achieved. Descriptive statistics, pearson correlations coefficient, and linear regression analyses were used to analyse the data.*

Findings - *The findings found that in general, librarians are highly committed to their jobs (mean 3.14). Normative commitment is greater than the level of affective commitment (mean = 2.82) and continuance commitment (mean = 2.77). Overall average mean of employee commitment (mean=2.82), followed by job satisfaction (mean = 2.80). There was no significant relationship between employee relationship and commitment (r=0.691, P >0.05) between employee relation and employee commitment. Employee commitment is not significantly related to job satisfaction (r=0.857, P>0.05). The combined effect of employee satisfaction and employee relation does not show a combined effect on employee commitment (R = 0.774 p > 0.05).*

Originality/Value - *In contrast to other literature reviewed, this study shows no relationship between the variables. This suggests that other factors may be involved in employee commitment besides job satisfaction and employee relations. Employee commitment remains crucial to achieving library objectives. Developing policies and programs that encourage commitment in libraries by the management would be helpful.*

Keywords: Employee Relations, Job Satisfaction, Employee Commitment, Librarians.

Introduction

Academic libraries are an important aspect of every educational institution. They are established to build, organise and make information resources available and accessible to users. Despite these functions and services, academic libraries can achieve these tasks, they need the right frame of librarians with require skills and knowledge to perform their duties. The library personnel that work in the libraries are even more important in delivery services to users. Today's libraries are increasingly dependent on librarians for survival and competitiveness (Saari & Judge, 2004). As much as their importance is recognised, the extent of how fair they are treated should also be. An excellent work enabled environment because of a positive attitude is also important for librarians. This is related to how satisfied they are with their job. Job satisfaction is an important attitude of employees. A lot of factors can influence the level of satisfaction, it could be the people they work with, how satisfied they are with their supervisor or incentives, and prospects for career development. All these can make create good job attitudes.

A good work relationship is also important among employees. Welsh (2011) believe that what holds an organisation together is positive employee relations and that will also

determine the success of that organisation including libraries. Employee relations should therefore be a work environment where confidence and trust are established, where every employee feels valued about his intelligence and brilliance. Employee relations in another form, meaning the aim to help companies manage the relationships between their employers and employees (Suff, 2021). In a library with a good employee relations program, all librarians will be treated fairly and consistently, encouraging loyalty to the library and their jobs. In such a relationship, problems arising from situations at work are also prevented and re-coordinated.

Both could determine their commitment to carrying out their work duties. If an organisation can attract the right employees intended for the job and have a suitable environment for employees to work in, commitment will be enhanced. This shows a high and positive employee relation. Therefore, the relationship between employees and the company should be considered an employee relationship with a commitment on the part of the employees (Robinson, 2018). The commitment of librarians is very important to the success of any library. The three mind-sets of commitment listed by Meyer and Allen (2002) are affective, continuance, and normative as explained further on. In this context, employee commitment is a librarian's willingness and commitment to devote themselves fully to their library. This could also depend on how satisfied they are or how well related they are with one another.

Satisfied employees are employees that find that job interesting and would be willing to abide by the rules of the job. Such employees can be found to be committed to their job. An unsatisfied employee could absent himself form work, be uninterested in duties and this could lead to low interaction between colleagues. The satisfaction of librarians is very important in the success of a library as this can affect the service being delivered by the librarians. Based on this, this study will find out the relationship between employee relations, job satisfaction and employee commitment of librarians in universities in Ondo state, Nigeria.

Statement of the problem
According to research, academic librarians lack the motivation to do their work in libraries, have poor interpersonal relationships, and do not see their duties as important (Amusa, Iyoro & Olabisi 2013). As much as possible, their commitment to delivering excellent library services will increase the value of our libraries. However, excellent library services are not been delivered, users are not being professionally attended to, and the joy of rendering services to users is not found when librarians are approached. However, there could be reasons librarians are not committed, could it be because of poor employee relations with colleagues or, librarians are not being satisfied with their job. In light of this, the purpose of this study is to determine the relationship between employee relationships, job satisfaction, and commitment of librarians in universities in Ondo State.

Objectives of the Study
The general objective of this study is to investigate the relationship between employee relations, satisfaction, and commitment of librarians in universities in Ondo State.
The specific objectives of this study are:
1. To determine the level of employee relations librarians in universities in Ondo State.
2. To evaluate the level of job satisfaction of librarians in universities in Ondo State.
3. To find out the level of commitment librarians in universities in Ondo State.

Research Questions

1. What is the level of employee relations among librarians in universities in Ondo State?
2. What is the level of job satisfaction among librarians in universities in Ondo State?
3. What is the level of commitment of librarians in universities in Ondo State?

Hypotheses

The hypothesis below was tested at > 0.05 level of significance

Ho1:   There is no significant relationship between employee relations and the commitment of librarians in universities in Ondo State.

Ho2:   There is no significant relationship between job satisfaction and the commitment librarians in universities in Ondo State.

Ho3:   There is no significant combined effect of employee relations and job satisfaction on the commitment of librarians in universities in Ondo State.

Literature Review

The literature will review this study under the following headings: Employee relations job satisfaction, employee commitment, employee relations and employee commitment, job satisfaction and employee commitment, conceptual model and discussion of the conceptual model.

Employee Relations

Welsh (2011), an employee relations professional stated that employee relations is the key to trust, working together effectively, efficiently and accomplishing mutual organisational beneficial results. Gennard and Judge (2002) explained the concept of employee relations as the procedures, rules, and agreements that are in place to manage employees that are both individuals and groups. Employee relations emphasize the individual relationship over a group relationship. The importance of the individual varies from company to company based on the business's values. In addition, it addresses how to engage people in an organization's vision and goals in several different situations. Suff (2021) assume that for employee relations to be observed the following must take place among employees: The relationship between librarians and employers will be based upon a concern for equity and justice, requiring that enough information be communicated about changes and developments; librarian loyalty will be reciprocated with job security, and the employer will recognize and value librarians' input.

Considering the above assumptions, Maslow (1954) has identified these needs which encompass equity and justice, physiological, safety, self-esteem, and self-actualization. Another obvious attitude that can be seen from these attitudes is loyalty and trust (Tansel & Gazioglu, 2013; Blyton & Turnbull, 2008). Strong employee relationships occur when employees have positive feelings about co-workers and when there is agreement on issues relating to decision-making (Chimonoma & Sandada, 2013). Holtzhausen and Fourie (2009) shared the same view employee relationships are strengthened when all parties are motivated to meet each other's needs and provide benefits. Similarly, (Gilley, Morris, Waite, Coates & Voliquette, 2010) reported that building relationships among librarians improve teamwork, decision-making capacity, employee involvement, productivity, and performance.

These numerous benefits are the reason Chen and Tjosvold (2010) contend that good work relationships are vital since they enable librarians to share knowledge, which in turn enhances

commitment. For this reason, a library should have a proper and effective employee relation since it is a major contributor to the organization's success. Other benefits of employee relations by Sequeira (2015) are as follows: Employee relations facilitate librarians employees to achieve tasks and targets within their job roles, helps develop effective communication channels and systems to fulfil informational needs, and emphasises the development, growth, and performance of employees to create a competitive edge. Improving working conditions, establishing effective personnel policies, and fostering healthy interactions among employees can all be achieved through employee relations. It gives employees a sense of belonging. In addition to creating mutual accountability, Rea (2016) argues that employee relations reduce workplace conflict and enhance trust. They promote a strong work environment through the empowerment of employees. An employer-employee relationship is important because it maximizes workplace harmony at all levels, including for individuals, intragroup teams, and intergroup teams. Employee relations can protect mutual trust in an age where respect and trust are disappearing everywhere, motivate and provide motivational incentives and benefits to employees, create democratic systems, and minimize stress. Employee relations enhance the quality of work-life and minimize stress.

Furthermore, Wargborn (2008) asserted that employee relations help employees learn about the products and services of the company, gain access to training and target information, and improve corporate communications. Providing users with information tailored to their interests and needs - user personalisation enables human resources to focus more on strategic tasks, raise productivity and commitment, promote innovation, decrease turnover, and lower recruitment and training costs.

According to theories and models studied, employee relations are affected by several factors, such as human resources practices, communication, trust, shared goals and values, and leadership style (Al-Khozondar, 2015). Human resource practices are a function of human resources management that can bring about change in the way employees relate with one another. It could be in the way selection and recruitment processes are being done, training, participative management and training. This makes librarians more committed to improving the performance of the organisation (Sinha & Bajaj, 2013). Trust is a critical variable that influences the commitment, satisfaction and performance of an employee. It is an influential variable that is being built and such employee can be judged, this makes it an indicator for measuring relationship among employees. (Huang & Guo, 2009). Communication, which serves as the link between one person and another, can measure employee relations as if positive can influence the commitment of librarians. Shared goals and values are the extents and which employees have common beliefs about goals, policies and even behaviours this can influence how employees relate with each other as it reflects connection among employees and finally leadership style could also be called management style. (Wang et al., 2005) explains approach on how managers deal with people in their team, thus the style of leadership adopted by a university librarian could either affect or their commitment or relationship amongst librarians.

Job Satisfaction
Employees are an integral part of any organisation. Among the unique resources available for an organisation to achieve its goal and aim is the personnel resource (people/employee resource). This implies that a particular amount of attention needs to be paid to librarians in terms of how they feel about their job. When employees can describe a positive feeling towards their job, they usually imply the satisfaction they feel with their job. Robbin and Timothy (2013) defined job satisfaction as a feeling of contentment with one's current job or

experience in that job. It is both a general attitude and satisfaction with specific aspects of the position such as pay, work itself, opportunities for promotion, supervision and co-workers.

Locke (1976) is the most widely used definition of job satisfaction, which is defined as the experience of a positive emotional state in response to the job or experience. This implies that job satisfaction has to with emotions and feelings that result from how their jobs are being carried out. In addition to job conditions, personality has a lot to do with determining employee attitudes. Employee attitudes are usually synonymous with job satisfaction, which describes the feeling that people experience after they have their abilities and qualities evaluated. An individual with high job satisfaction will have positive feelings about their work while an individual with low job satisfaction will feel otherwise (Robbin & Timothy, 2013).

According to research, people who believe in their ability and worth are more satisfied in their jobs than those who are disillusioned or dissatisfied and those who believe in their negative core self-evaluations (Robbin & Timothy, 2013). Managers would like to keep their most productive employees from quitting and absconding. To achieve this, they should make sure their jobs are stimulating, challenging, and interesting, focusing on the intrinsic parts of the job. While low salaries are likely not to attract or retain highly skilled employees, managers should note that high salaries by themselves cannot create a satisfying work environment. Locke (1976) identified six dimensions of job satisfaction as The Work Itself, Pay, Promotions, Working Conditions, Supervision, and Co-Workers.

Okolocha (2021) has reviewed job satisfaction broadly, and he discovered that job satisfaction is attributed to a lot of factors and it also varies on individuals' satisfaction with life itself. People who are hardworking and take their job serious are satisfied with their job, this can further enhance their skills but it should also be noted that job satisfaction comes with age. Based on the analysis, the study found that working condition and salary have positive significant effect on the employee productivity of public universities in South-East, Nigeria. He also concluded that one major factor influences job satisfaction is the job itself, other factors may include high pay, friendly supervision, promotional opportunities.

Employee Commitment
Employers need to look at ways to enhance the work-life of their employees to foster commitment (Robinson, 2011). Commitment is the ability to identify with a particular organization, its goals, as well as have a desire to remain in it. Employee commitment has high benefits accrued to it as researched in literature. Benkarim and Imbeau (2021). discovered that employee commitment increases job satisfaction. Okolocha (2021) found that employees' commitment to their jobs increases job performance in a review and meta-analysis of the literature.

Employee commitment then is a necessity for the librarianship profession. When libraries struggle to retain and replace competent librarians, commitment and productivity are affected. According to Osemeke (2016) three mind-sets in which an employee can be committed and distinguished are Affective commitment: The affective commitment of a librarian is the feeling of belonging to an organization. A librarian might be affectively committed to their organization when they feel that way. They may want to stay at their organization. Librarians who are affectively committed generally understand the goals of their organisations, feel a sense of belonging, and are satisfied with their work. They are well appreciated and can be ambassadors for their organizations. (Van Der Werf, 2014).

The continuance commitment can be explained by the feeling of losing something important if they leave the organization. Employees feel they would have to leave and lose out on their significant interests if they did. Continuance-committed employees are motivated to stay with the organization for a variety of reasons, including a lack of workplace alternatives, remuneration, and a need to keep learning (Benkarim & Imbeau, 2021). Continuity commitment can be established by employees feeling a sense of loyalty to their organization in light of the losses they may suffer if they move to another organization. Van Der Werf (2014) explains that even if the employees are dissatisfied and disengaged with their work, they remain committed to their organization, regardless of whether they are dissatisfied or disengaged.

Normative commitment refers to whether employees feel obligated to remain with their organization as a result of their values and beliefs. It is common for normatively committed librarians to believe that they should stay with their organization. Normatively committed employees may fear leaving the organization, and may even feel guilty about leaving. Employees worry about leaving the organization and leaving a void of knowledge and skills, which will increase the expectations of their colleagues. As a result, such feelings can negatively impact their performance and negatively affect it (Van Der Werf, 2014). However, there is a crucial difference between employee commitment and superior performance. A librarian with low affective and normative commitment, however, may not appear to yield performance benefits, but they can strengthen their continuing commitment. The main reason that such a librarian will remain at the library is that the costs associated with leaving are too high.

According to a review of literature, few or no studies have investigated the link between employee commitment and employee relations. Vineet, Sinha & Bajaj (2013) discussed employee relations and their importance, saying that employee relationships "promote employee commitment and morale in the organization. Furthermore, it encourages employee commitment to the contract and employment relationship. Also, it fosters fairness while simultaneously meeting organizational and employee objectives.

Job Satisfaction and Employee Commitment
There is evidence that happier workers are more productive employees (Bladder and Tyler, 2009). If employees feel supported by their co-workers, they are more likely to show helpful behaviour, while those who have antagonistic relationships with their co-workers are less likely to do so. (Chiaburu & Harrison, 2008). Certain personality traits contribute to satisfied and committed employees who are less likely to turn over, absenteeism, and withdraw from the workplace. They also perform better on the job.

Generally, organisations that are more satisfied with their employees tend to be more effective than those with fewer employees, when we look at data for the total organization. This interpretation is supported by data showing job satisfaction and organisational loyalty have a moderately positive correlation; people who are more satisfied at work are more likely to be loyal to the organization (Podsakoff, MacKenzie & Bachrach 2000). Although overall job satisfaction can relate to general behaviours such as engagement at work and motivation to contribute to the organization, it does not necessarily indicate the individual's level of job satisfaction. Lau and Chong (2002) observed that managers who showed a strong commitment to their organizations and budgets experienced higher levels of job satisfaction.

On the other hand, Irving, Coleman, and Cooper (2007) found that job satisfaction was related to affective and normative commitments, but not to continuance commitments.

Satisfaction and commitment are interconnected. According to Becker, Ayeni, and Popoola (2007), employee commitment can be divided into three dimensions; it encompasses a strong desire for continued membership in an organization, a commitment to its values and a willingness to accept its goals. Likewise, studies of employee commitment and job satisfaction have received considerable attention in the past. For instance, Getahun, Sims & Hummer (2008) and Saari and Judge (2004) found that employee commitment and job satisfaction were positively correlated. Employees need to be satisfied in their job because if they are not, they tend to become lazy and lose commitment. (Osemeke,2016). Additionally, the work attitudes of job satisfaction and organizational commitment often determine an employee's intention to stay or leave (Osemeke, 2016). In both cases, turnover intent was predicted to change directly with staff commitment. A high commitment librarian is loyal to the organization, shares its values, and is compatible with its goals (Akinyemi & Ifijeh, 2013).

Methodology
Research Design
This research was conducted using a descriptive survey design. A descriptive study describes an individual or a group, typically using language that describes its characteristics (Kothari, 2004). Research designed in this manner is suited to this study because the focus is on the relationships between librarians as well as their job satisfaction and commitment.

Population
The participants in this study were librarians working in universities in Ondo State. A total of 90 practising librarians are included in this study. The survey was based on total enumeration and covered each professional librarian for the study.

Table showing number of librarians in universities in Ondo state

S/No	Name of University	No of Librarians
1.	Federal University of Technology Akure	30
2.	Adekunle Ajasin University, Akungba- Akoko, Ondo state	26
3.	University of Medical Sciences, Ondo	8
4.	Achievers University, Owo Ondo State	9
5.	Elizade University, Ilara- Mokin	7
6.	The Wesley University of Science &Tech. Ondo.	10
	Total	90

Instrument for Data Collection
The instrument used in this study consisted of structured questionnaires. The questionnaire was titled "Employee Relations and Job Satisfaction as Correlates of Employee Commitment of Librarians in Universities in Ondo State" would be used for data collection. Section A included demographic questions about respondents such as age, gender, degree, and years of experience in libraries. The items in Section B were adapted from Al-khozondar (2015) and had scales that ranged from Strongly Agree (4) to Agree (3) to Disagree (2) and Strongly Disagree (1). The job satisfaction scale in Section C ranged from Strongly Agree (4) to Agree (3) to Disagree (2) to Strongly Disagree (1). It was based on Taylor and Bowers, 1972. According to Section D, employee commitment is measured using a Likert scale of Strongly Agree (4), Agree (3), Disagree (2), and Strongly Disagree (1). These items were adapted from Allen and Meyer (1997).

Reliability of the instrument

Before the administration of the questionnaire, a pre-test was conducted to assess the reliability of the instrument on 30 librarians working in other universities who were not part of the study. The 30 copies of the questionnaire were tested for reliability and the result of Cronbach's alpha test determined the reliability of the main constructs in the survey instrument. The Cronbach alpha coefficient (α) values for the variables were (Section B: Employee Relations = 0.72), (Section C: job satisfaction =0.95), and (Section D: employee Commitment = 0.83). The reliability results for the variables are all accepted for the study since their reliabilities are greater than 0.6

Data Analysis
A statistical package for social sciences (SPSS) v23 was used to analyse the data. Descriptive statistics were then used to describe the demographic profile of respondents. Pearson coefficient analysis was used to evaluate the significance of the independent variables and dependent variable. Lastly, Multiple Regression Analysis was performed to determine which independent variables explained the relationship between employee commitment and job satisfaction among employees.

Table 1: Demographic Characteristics of Respondents

Category		Frequency	Percent
Gender	Male	20	23.8
	Female	64	76.2
	Total	**84**	**100.0**
Age	20-24	14	16.6
	25-35	26	30.9
	36-45	34	40.5
	46-55	10	12.0
	Total	**84**	**100.0**
Educational qualification	SSCE	10	12.0
	Diploma	8	9.5
	B.Sc	36	42.8
	M.Sc	22	26.2
	PhD	8	9.5
	Total	**84**	**100.0**
Years of experience	1-5 yrs	42	50.0
	6-10	34	40.5
	11-20	8	9.5
	Total	**84**	**100.0**

Table 1: This shows that female respondents represent 76.2% of the sample, while males make up 23.8%. It also shows that most respondents are under the age of 46, which represents 88%, while 12% of the respondents are over 46. Additionally, 21.5% of respondents held diplomas or less, while 69% held Bachelor's or Master's degrees. Also, 9.5% of respondents held a PhD degree, while 26.2% held a master degree. In this survey, it was found that 90.5% of respondents had served in the library for less than 10 years, and 9.5% had served for more than 10 years.

Research Question 1: What Is the Level of Employee Relations Among librarians in universities in Ondo State?

Table 2: Distribution of Respondents Based On Employee Relations

Items	Mean	S. D.
The manager takes the employee's Opinion before deciding.	4.3103	7.68627
The selection and Recruitment process considered fair	3.4138	.73277
The manager discusses all work concerns and obstacles with employees constantly	3.2414	.78627
Providing information to employees is fast and straightforward.	3.2069	.77364
This organization offers training to employees to enhance their abilities.	3.2069	.77364
Employees are encouraged to contribute to planning and implementing the work.	3.2069	.77364
He used various methods of communication to make his ideas clear.	3.1724	.75918
Managers strive to improve relations with employees.	3.1379	.83342
Employees are evaluated based on their strengths and weaknesses by using performance appraisals.	3.1379	.87522
The supervisor encourages employees to think creatively and to suggest new ideas	3.1034	.72431
The incentives and rewards system of the organization are transparent and objective.	3.1034	.85960
Employees become active participants in the organization when they share goals and values	3.0690	.88362
Employees' goals and values align with the goals of the organization	3.0345	.82301
Managing his staff involves delegating some of his authority.	3.0345	.82301
Any time the manager makes a decision, he considers how it will affect the employees.	3.0000	.75593
The manager will follow up with employees who are late believing that tight supervision shows them how important their work is.	2.9655	.77840
Managers appreciate employees that perform their tasks appropriately.	2.9310	.92316
There is no discrimination or unfair treatment of employees in the organization.	2.9310	.92316
When the manager is involved, employees are involved in the decision-making process.	2.8276	.88918
As an organization's members, goals and values are set by the employees and are striven for.	2.7931	.97758
Average weighted mean	**3.14137**	**1.167751**

For table 2, the grading scale was SA = 4, A = 3, D = 2, SD= 1.
Employee relationship patterns were classified as follows; Low employee relation when mean score is below 2; Average employee relation between 2 and 3; High employee relation when mean score is more than 3.

The result from the above table based on the average weighted mean = 3.1, reveals that there is a high level of employee relations of librarians in universities in Ondo State.
This implies there is a high level of trust and loyalty amongst librarians. It also implies that librarians share the same and objectives as the library they work with.

Research Question 2: What Is the Level of Job Satisfaction Among librarians in universities in Ondo State?

Table 3: Distribution of Respondents Based On Job Satisfaction

Items	Mean	S. D.
Overall, I'm satisfied with my supervisor.	3.0000	.88641
Overall, I am satisfied with my job now.	2.9310	.88362
Overall, I'm satisfied with this library compared to those of other libraries	2.7931	.94034
Considering the amount of education I have and the skills I have, I am happy with the compensation and benefits I get at this library.	2.7586	.91242
Most people in this library are satisfied with the job that done now The majority of the people in this library seem to be satisfied with the job now.	2.7586	.91242
On the whole, I am pleased with the members of my workgroup.	2.7586	.91242
Despite the unstable condition of this library, I would never leave this library	2.6552	1.00980
Average mean	**2.807871**	**0.92249**

For table 3, the grading scale was SA = 4, A = 3, D = 2, SD= 1.
Job satisfaction patterns were classified as follows; Low job satisfaction when mean score is below 2; Average job satisfaction between 2 and 3; High job satisfaction when mean score is more than 3.

The results from table 3 based on an average mean of 2.8 imply that librarians of universities in Ondo state have average job satisfaction.

Research Question 3: What Is the Level of Commitment of librarians in universities in Ondo State?

Table 4: Distribution of Respondents Based On Employee Commitment

Affective Commitment	Mean	S. D
I like to talk about my library with others outside of it	3.0345	.77840
If this library has problems, then I have problems, as well.	3.0000	.88641
I have a lot of personal connections to this library.	2.9655	.82301
I do not feel connected to my library (R)	2.8621	.78940
It would be easy for me to grow attached to another library as I have become to this one (R)	2.7931	.81851
I feel like I'm not part of the family at the library (R)	2.7241	.88223
I have no emotional attachment to this library (R)	2.6897	.84951
I would be honoured to work for this library for the rest of my career*	2.5517	1.08845
Continuance commitment **Average mean**	**2.82**	**0.86**
My life would be drastically disrupted if I quit this library now.	2.8276	.84806
Leaving this library would mean considerable personal sacrifice - I may not find an organization with the same level of benefits as this one.	2.8276	.88918
It's not only a matter of desire but also of necessity to be here.	2.8276	.84806
I don't think it would be too costly for me now to leave my library. (R)	2.8276	.88918
This library is very special to me, and I would find it very difficult to leave even if I wanted to.	2.7931	.90156
My options are limited so I cannot consider leaving this library.	2.7931	.86103
When it comes to leaving this library, there are few alternatives.	2.7241	.84077
No matter what happens if I leave my job without a replacement, I won't worry. (R)	2.5862	.86674

Normative commitment	Average mean	2.775863	0.868073
The importance of being loyal to one library was instilled in me.		3.0345	.82301
I believe loyalty is important and therefore feel a moral obligation to remain with this library.		2.9655	.32544
Today's people move from one library to another too often.		2.9655	.77840
My opinion has changed, and now I do not think it is sensible to want to be a 'company man' or 'company woman' (R)		2.8621	.95335
Moving from one library to another does not seem unethical to me. (R)		2.8621	.78940
My library would not be worth leaving if I received another job offer elsewhere.		2.7931	.90156
Back in the days when people worked for the same library throughout their careers, things were better.		2.7241	1.03152
People do not need to be loyal to their libraries forever. (R)		2.7241	.92182
Average mean		**2.866375**	**0.815563**
Overall average mean		**2.823275**	

For table 4, the grading scale was SA = 4, A = 3, D = 2, SD= 1.
Employee commitment were classified as follows; Low employee commitment when mean score is below 2; Average employee commitment between 2 and 3; High employee commitment when mean score is more than 3.

The result above shows that librarians of librarians in universities in Ondo State with an overall average mean of 2.82 have a general average commitment to their job. The normative commitment had the highest mean score at 2.86 followed by affective commitment at 2.82 and the lowest mean score was continuance commitment at 2.77.

Table 5 : Distribution of Respondents Based On Relationship between Employee Relation And Employee Commitment

		Employee relations	Employee commitment
Employee relations	Pearson Correlation	1	.691
	Sig. (2-tailed)		.000
Employee commitment	Pearson Correlation	.691	1
	Sig. (2-tailed)	.000	

The hypothesis was tested at p > 0.05 level of significance.
Table 5 shows that employee relation does not have any significant relationship with commitment of librarian (r = 0.691; p > 0.05). Therefore, the null hypothesis is accepted.

Ho2: There is no significant relationship between job satisfaction and the commitment of librarians in universities in Ondo State?
Table 6: Distribution of Respondents Based on Relationship between Job Satisfaction and Commitment of librarians in universities in Ondo State.

		Job satisfaction	Employee commitment
Job satisfaction	Pearson Correlation	1	.857
	Sig. (2-tailed)		.000
Employee commitment	Pearson Correlation	.857	1
	Sig. (2-tailed)	.000	

Table 6 shows that there is no significant relationship between job satisfaction and commitment as demonstrated by the results (r = 0.857; p > 0.05). Therefore, the null hypothesis is accepted. This indicates that job satisfaction does not affect commitment at of librarians in universities in Ondo State.

Ho3: There is no significant combined effect of employee relations and job satisfaction on commitment of librarians in universities in Ondo State.
Table 7: Distribution Of Respondents Based On Relationship Between Job Satisfaction And Commitment of librarians in universities in Ondo State.

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.867ᵃ	.751	.732	8.56175	.751	39.298	2	26	.000

a. Predictors: (Constant), job satisfaction, employee relations

Table 7 shows that employee relations and job satisfaction do not have any combined significant relationship with commitment of librarian (R = 0.867; p > 0.05). Therefore, the null hypothesis is accepted.

Discussion of Findings
Findings from this study suggest many libraries are committed to hiring young librarians. Since they are growing continuously, they need librarians with the energy to make their libraries better. However, some libraries prefer to employ older employees in top-level positions that require experience to improve the efficiency of younger employees. This supports a study by Ajie, Sodipe, and Oluwatobi (2015), who found that there were fewer Libraries in Lagos state that employ older staff than younger staff. This implies that the library personnel perform their duties with vibrancy and vigour. Additionally, this shows the desire of the libraries to hire educated librarians to perform their work according to the set standards. There is an indication that librarians are prepared to invest their educational funds so that their career development is enhanced. In this survey, it was found that 90.5% of respondents had served in the library for less than 10 years, and 9.5% had served for more than 10 years. This shows the library's interest in improving employees who have fewer years of experience.

Findings reveal that there is a high level of employee relations of librarians in universities in Ondo State. This implies there is a high level of trust and loyalty amongst librarians. It also implies that librarians share the same and objectives as the library they work with. Librarians of universities in Ondo state have average job satisfaction. One might wonder why their job satisfaction is not high; could it be because of the members in their workgroup? Well, this study reveals that the majority of them are highly satisfied with their immediate supervisor and averagely satisfied with the work itself, pay, working conditions and co-workers. Locke (1976) agreed to this result by categorising the dimensions of job satisfaction as the work itself, pay, promotions, working conditions, supervision and co-workers. This result is also in partial agreement with Nash (1985) who reviewed job satisfaction broadly and discovered that job satisfaction is attributed to a lot of factors and it also varies on an individual's satisfaction with life itself. He also concluded that one major factor influences job satisfaction is the job itself; other factors may include high pay, friendly supervision, and promotional opportunities.

Librarians in universities in Ondo state have a general average commitment to their job. The normative commitment had the highest mean score at 2.86 followed by affective commitment at 2.82 and the lowest mean score was continuance commitment at 2.77. The slight differences in the normative, affective and continuance commitment imply that the librarians in universities in Ondo state will to not leave their job soon because of their shared vision and goal with that of the library. Similarly, Bushra, Usman, and Naveed (2011) found that librarians who were committed displayed their intention to quit and their level of job satisfaction rose. Babalola and Opeke (2013) also mentioned that committed employees had high job satisfaction. The finding that normative commitment is the most important factor in librarian commitment contradicted that of Erat (2012), who found that employees with normative commitment are more motivated. In the university, libraries have a sense of obligation to stay, perhaps because the university invested in their career or quality of life.

Employee relation does not have any significant relationship with commitment of librarian. This implies that the level of employee relation does not affect the commitment of librarians in Universities in Ondo state. This result is in contrast to results revealed by Al-Khozondar, (2015) that the level of employee relations affects the commitment of telecommunication workers. This may be true because of different work schedules, different work type and career path. Other findings show that there is no significant relationship between job satisfaction and commitment as demonstrated by the results. This indicates that job satisfaction does not affect commitment at of librarians in universities in Ondo State. Employee relations and job satisfaction do not have any combined significant relationship with commitment of librarian s in universities in Ondo state. This implies that the level of job satisfaction does not affect commitment of librarians in universities in Ondo State.

Conclusion
Employee relations and job satisfaction as reviewed by literature influence the commitment of librarian. In contrast, this study shows no relationship between the variables. In light of this, it may suggest that other factors may contribute to employee commitment besides job satisfaction and employee relations. Employee commitment remains crucial for fulfilling the mandate of any academic library. Therefore, policies and programs should be in place to help maintain the work.

Recommendations
The following are recommended:
1. From the findings, neither job satisfaction nor employee relations predicted commitment among librarians but based on evidence in this study that good rapport among colleagues can influence commitment of librarians
2. Library management should therefore seek to find ways to positively influence commitment of librarians in universities in Ondo State.

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