

JOB COMMITMENT AS A CORRELATE OF JOB PERFORMANCE OF LIBRARIANS IN UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA

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Abstract

This study examined the relationship between job commitment and job performance among librarians working in university libraries across the South-South geopolitical zone of Nigeria. The investigation employed a mixed method of descriptive and correlational survey research designs. The study population comprised 302 librarians from federal, state, and private universities within the region, and all were included in the study using a total enumeration sampling method. Data were gathered through a structured questionnaire, and the analysis involved both descriptive and inferential statistics, such as mean scores (using a decision benchmark of 2.50) and linear regression analysis. The findings revealed that librarians in South-South university libraries exhibited a high level of both job commitment and job performance. Additionally, the regression results indicated a significant positive correlation between job commitment and job performance. Based on these findings, the study suggested that university administrators should adopt motivational strategies, such as recognition programs, promotion opportunities, and financial rewards, to maintain and strengthen librarians' commitment and overall job performance.

Keywords: Job Commitment, Job Performance, Librarians, University Libraries, South-South, Nigeria.

Introduction

University libraries in Nigeria are essential to fulfilling the teaching, research, and community service objectives of their host institutions. They function as access

points to a wide range of bibliographic resources and provide user-centered services designed to meet the information needs of students, faculty members, and the broader community. The quality of these services is fundamental to academic development, as they support teaching, research, and the spread of knowledge. Core services include reader assistance, circulation support, current awareness initiatives, database management, serials administration, and the maintenance of special collections. The overall success of university libraries largely depends on the efficiency of these functions. A major determinant of service quality is the performance of librarians, who play a central role in delivering these essential services.

The efficiency and overall success of university libraries depend greatly on how effectively their librarians perform their duties. As noted by Odunewu and Haliso (2019), library management must prioritize continuous improvement in librarians' performance to sustain excellence and remain competitive in the delivery of information services. As employee performance increasingly becomes a critical factor in institutional success, it is essential to regularly assess and improve librarians' job output. Within the discipline of managerial psychology, job performance is generally perceived as the effective and efficient accomplishment of assigned duties. According to Igbinoia and Popoola (2016), job performance encompasses measurable and observable behaviors exhibited by employees that are consistent with organizational goals and can be evaluated objectively. Similarly, Harikaran (2015) defines job performance as the outcome of an individual's efforts, which are influenced by their skills, personal characteristics, and awareness of their job responsibilities. In the context of university libraries, performance is typically evaluated based on task completion, compliance with established service standards, and the extent to which librarians contribute to realizing the library's overall objectives.

The overall effectiveness and achievement of university libraries are greatly determined by how well their librarians carry out their professional responsibilities. Major indicators of performance typically encompass the quality and quantity of work accomplished, timeliness in providing information services, capacity for independent task execution, and the ability to maintain effective interpersonal relationships within the work environment. Various internal and external factors influence performance, including skills, motivation, discipline, communication abilities, institutional support, and efforts toward personal growth (Basahuwa et al., 2020). These elements collectively shape a librarian's capacity to respond to changing demands in information services. Among these factors, job commitment stands out as one of the most critical influences on performance.

Job commitment denotes the level of dedication, loyalty, and attachment an employee exhibits toward their job and the organization. As stated by Ajie and Oluwatobi (2015), it represents an individual's sense of allegiance, identification with organizational objectives, and readiness to invest effort toward achieving institutional success. This commitment significantly affects motivation, job satisfaction, and overall productivity. For librarians, it involves their attitude toward their professional responsibilities, the quality of services they offer, and their role in achieving institutional goals. According to the Librarians' Registration Council of Nigeria (2014), assessing librarians' performance should be based on their level of professional competence and the standard of services they provide. Librarians with strong commitment often engage in collaborative decision-making, maintain open communication, and actively support library objectives. Empirical evidence from studies such as Tella and Popoola (2007) indicates that strong job commitment fosters higher job satisfaction, lowers employee turnover, and enhances overall job

performance. Job commitment is typically understood as encompassing three components: affective, continuance, and normative commitment. Affective commitment represents an employee's emotional attachment to and identification with their job and organization, which drives them to stay due to genuine satisfaction and a strong personal connection. Continuance commitment arises from the recognition of the potential costs or disadvantages of leaving the job, prompting employees to stay due to limited alternatives. Normative commitment arises from an individual's internalized sense of moral duty or professional responsibility, leading them to feel ethically obligated to remain with their organization (Meyer & Allen, 1991). Collectively, these three dimensions constitute the overall construct of job commitment, which serves as a critical determinant of employees' performance and organizational effectiveness.

Considering the vital role university libraries play in promoting academic excellence, library management needs to focus on factors that strengthen librarians' job commitment. High levels of commitment contribute to greater engagement, improved efficiency, and enhanced service quality, whereas low commitment often leads to diminished performance, low motivation, and a decline in service standards. Research shows that highly committed librarians tend to be proactive, adaptable, and resilient (Burd, 2003). Within this conceptual framework, the current study explores the connection between job commitment and job performance among librarians working in university libraries across Nigeria's South-South region.

Statement of the Problem

Libraries and librarians hold a pivotal role in the university system by offering essential information resources and services that support teaching, learning, and research activities. Librarians are responsible for efficiently managing library

operations, and the quality of these services typically reflects their performance level. However, preliminary observations by the researcher suggest that there may be a noticeable decline in the job performance of librarians in Nigerian university libraries. In some institutions, signs of low commitment are evident, such as lateness, inadequate service delivery, weakened librarian-user interactions, reduced productivity, and growing user dissatisfaction, which have, in turn, led to decreased library usage. These negative work behaviors are a cause for concern. Is this drop in performance of librarians linked to declining job commitment? To answer this question, this study seeks to explore the connection between job commitment and job performance among librarians working in university libraries within Nigeria's South-South region.

Research Questions

The study will provide answers to these research questions:

- 1) What is the extent of job performance of librarians?
- 2) What is the extent of job commitment among librarians?
- 3) What is the relationship between job commitment and job performance among librarians?

Literature Review

The review of related literature for this study was structured in accordance with the research questions that directed the investigation.

Extent of Job Performance of Librarians in University Libraries

Employee job performance is a key factor that influences an organization's productivity, long-term stability, and competitive advantage. Strong performance drives institutional development and helps maintain relevance within the professional environment. According to Saka and Salman (2014), job performance involves the

effective fulfillment of assigned duties within an employee's area of expertise, thereby supporting the achievement of organizational goals. In a related perspective, Madukoma and Sangosanya (2022) view job performance as a range of work-related behaviors that align with an institution's strategic objectives. Likewise, Muchinsky and Culbertson (2013) describe job performance as a set of measurable and observable actions that demonstrate an individual's contribution to both personal growth and organizational success.

In academic institutions, especially universities, the effectiveness of library staff is crucial to achieving educational and research goals. Omotunde and Alegbeleye (2021) highlight that university libraries handle numerous responsibilities, including acquisition, cataloging, classification, circulation, and reference services. Librarians are also tasked with selecting and procuring resources, offering reference support, digitizing materials, conducting outreach, and developing library websites. The standard of these services is heavily influenced by how well librarians perform their duties.

Although academic librarians play a vital role in supporting university functions, research indicates that their job performance in Nigeria tends to lag behind that of their international peers. Omotunde and Alegbeleye (2021) highlighted persistent issues related to low performance among librarians. Likewise, Amusa, Onadiran, and Salam (2013) as well as Babalola and Nwalo (2013) observed that limited research productivity remains a significant challenge within the profession. Akor (2014) observed that many librarians tend to respond to challenges reactively rather than proactively. However, some studies offer a more positive outlook, reporting moderate performance in areas such as research productivity, ICT

proficiency, problem-solving, and autonomy (Oyewole & Popoola, 2013; Nwosu et al., 2013).

Research across different regions of Nigeria provides further insights into librarians' performance. For example, Saka and Salman (2014) found high performance levels among librarians in North-Central Nigerian universities, even with only moderate motivation and job satisfaction. In South-East Nigeria, Nwokike and Unegbu (2019) reported generally high performance (Average Weighted Mean = 3.03, SD = 0.67). At Osun State University, Komolafe and Gbotosho (2019) discovered a strong association between staff motivation and job performance. Their findings revealed that all participants reported high levels of punctuality and dedication, 88.2% rated their efficiency as excellent, and 76.5% expressed confidence in handling professional, technical, and administrative responsibilities.

Additionally, a study by Okewumi and Madukoma (2021) on collection management and job performance in academic libraries in Lagos and Ogun states revealed a high performance level, with an average score of 3.60, indicating solid professional competency among librarians in those areas. Overall, these studies illustrate varying levels of job performance among university librarians in Nigeria. While there are notable strengths, particularly in ICT and professional dedication, persistent concerns remain regarding overall productivity and quality of service. Bridging these gaps is crucial to strengthening the ability of university libraries to efficiently facilitate teaching, learning, and research activities.

Extent of Job Commitment of Librarians in University Libraries

Libraries are composed of both physical resources, such as books and other materials, and human resources, with personnel playing a critical role in ensuring effective operations and optimal use of available resources (Ezeudu et al., 2020).

Librarians, as professionally trained individuals, assist users in accessing relevant information. The Librarians' Registration Council of Nigeria (LRCN, 2013) describes librarians as professionals who possess academic qualifications in Library and Information Science and are duly registered and inducted by the Council, authorizing them to render specialized information services. For libraries to deliver quality and efficient services, librarians must demonstrate strong commitment and accountability in performing their professional responsibilities (Ezeudu, Oguegbu, & Ugwu, 2020). Job commitment remains a crucial element in achieving organizational success, as it directly affects employees' level of engagement and their intention to remain within the institution (Hamidi, Saberi, & Safari, 2017). Committed staff members often align themselves with institutional goals, form emotional ties with their workplace, and frequently go beyond basic job requirements. Akinyemi (2014) describes commitment as the enthusiastic and voluntary pursuit of a meaningful purpose. However, without consistent motivation, this commitment can diminish over time.

Librarians' commitment is crucial to delivering core services like cataloging, circulation, and reference assistance. Institutions can enhance commitment by improving salaries, offering professional development opportunities such as sponsorship for conferences and workshops, and fostering supportive work environments. Recognizing the nature of librarians' commitment is essential for addressing challenges like poor attitudes, low-quality service, and high employee turnover (Ademodi & Akintomide, 2015). Meyer and Allen's (1997) three-component model, which includes affective, continuance, and normative commitment, provides a broad framework for explaining how employees develop and maintain their attachment to their work and organization (Ezeudu, Oguegbu, & Ugwu, 2020).

Affective commitment refers to an employee's emotional bond and sense of identification with their organization. Workers who display this form of commitment strongly align with institutional objectives and gain personal fulfillment from contributing to its achievements, which in turn nurtures lasting loyalty (Ogechukwu, Chinyere, & Chukwuma, 2018; Ile & Ikonne, 2021). Conversely, continuance commitment arises from an employee's recognition of the potential disadvantages of leaving the organization. Employees with this orientation often remain because of factors such as job stability, financial benefits, or established social ties within the workplace (Ile & Ikonne, 2021; Okpu & Jaja, 2014). Normative commitment, on the other hand, is guided by a sense of moral duty or ethical responsibility, whereby employees feel obligated to remain due to shared organizational values or a strong sense of loyalty (Ezeudu, Oguegbu, & Ugwu, 2020; Ile & Ikonne, 2021). This type of commitment is typically shaped by workplace culture and socialization.

All three forms of commitment play an essential role in ensuring continuity and stability in library operations. Given librarians' significant responsibilities in universities, fostering job commitment is key to improving service quality and fulfilling institutional missions. Several studies have explored the level of job commitment among university librarians across various regions of Nigeria. For example, Ezeudu, Oguegbu, and Ugwu (2020) examined how job motivation affects librarians' commitment in 39 universities, which included 18 federal and 21 state institutions situated in the South-East, South-West, and South-South zones. Their results showed that affective commitment had the highest average score (3.08), indicating a strong emotional bond with the job. Continuance and normative commitments followed with scores of 2.78 and 2.75, respectively. Affective commitment made the largest contribution (35.8%) to overall commitment, while

normative commitment had the least (31.9%), indicating an overall strong commitment level among librarians in Southern Nigeria.

Similarly, Fagbemi et al. (2021) assessed commitment in South-West Nigerian universities through the lens of subjective career success. Their findings revealed high scores for affective, continuance, and normative commitments, reinforcing the trend of strong overall commitment. In a similar investigation, Ile and Ikonne (2021) assessed the level of job commitment among librarians in federal universities located in Nigeria's South-South region and found an overall high level of commitment. Of the three dimensions, affective commitment had the highest mean score, followed by normative commitment and continuance commitment. This result indicates that emotional attachment remains the strongest and most influential factor influencing librarians' commitment to their institutions.

Ikolo (2018) explored how demographic factors, job satisfaction, and organizational commitment relate to one another among university librarians in Nigeria's South-South region. Applying a decision benchmark of 2.50, the study recorded an overall mean job commitment score of 2.75 ± 0.35 . The mean values for the three commitment components were 2.72 for affective, 2.65 ± 0.37 for continuance, and 2.75 ± 0.44 for normative commitment. These findings suggest that the librarians studied exhibit emotional attachment to their institutions, recognize the possible drawbacks of leaving, and maintain a sense of moral responsibility to stay dedicated to their organizations.

In summary, the reviewed literature indicates that university librarians in Nigeria generally exhibit high levels of job commitment. This commitment significantly influences service quality and serves as a crucial factor in improving job performance in academic library settings.

Job Commitment and Job Performance of Librarians in University Libraries

The degree of commitment exhibited by library personnel, particularly in developing nations such as Nigeria, has a profound influence on the quality of services rendered, which consequently affects overall job performance. This aligns with the assertion of Moshood, Onifade, and Aina (2019), who highlighted that institutions rely on dedicated employees to build and maintain competitive advantages while working toward their strategic objectives. Workers who display strong commitment to their responsibilities are often more productive and experience enhanced psychological well-being.

In exploring the relationship between job commitment and performance, Ile and Ikonne (2021) carried out a study on job satisfaction and employee commitment among staff in federal university libraries located in Nigeria's South-South region. The research employed a survey design and targeted a population of 252 library personnel drawn from seven federal universities. Given the relatively small population size, the researchers used a total enumeration approach. The study found that job satisfaction, a key predictor of job performance, had a significant and positive influence on librarians' commitment. The regression results further indicated that job satisfaction explained 26.1% of the variation in librarians' commitment. These findings imply that higher levels of job satisfaction among librarians lead to greater commitment within the federal university libraries examined.

Similarly, Onwubiko (2019) explored how staff attitudes influence job performance, using the Alex Ekwueme Federal University library as a case study. The study involved all 110 staff members, including junior staff, library officers, and librarians, using a census sampling method. Data analyzed using the Pearson correlation coefficient at the 0.05 significance level led to the rejection of the null

hypothesis. The results showed a meaningful association between employees' job commitment and productivity, suggesting that strong commitment and positive work attitudes contribute to improved job performance.

In a related investigation, Oyovwe-Tinuoye and Uwaifo (2022) investigated the connection between organizational commitment and job satisfaction among librarians employed in university libraries across Southern Nigeria. The study adopted an ex-post-facto research design and included all 841 librarians in the region through purposive total enumeration sampling. Data were collected using a structured questionnaire and analyzed using both descriptive and inferential statistics. The results showed a positive linear relationship between organizational commitment and job satisfaction, with an adjusted R^2 value of 0.124, indicating that organizational commitment explained 12.4% of the variation in job satisfaction. This suggests that as librarians become more committed to their institutions, their job satisfaction levels increase proportionately. Therefore, even a small increase in organizational commitment could lead to a measurable improvement in how satisfied librarians are with their work.

Methodology

The study adopted a mixed method involving the use of descriptive survey and correlational research designs to explore the relationship between the identified variables. The study population consisted of 302 librarians employed in federal, state, and private university libraries within Nigeria's South-South region. Given the manageable size of the population, a total enumeration sampling technique was used, thereby including the entire population as the study sample. Data were collected using a structured questionnaire and analyzed using both descriptive and inferential statistical tools. A mean benchmark of 2.50 served as the decision rule for

interpretation, while linear regression analysis was applied to assess the nature and strength of the relationships between the study variables.

Results

What is the extent of job performance among librarians in university libraries in South-South, Nigeria?

Data in Table 1 provides an answer to the question.

Table 1: Extent of Job Performance Among Librarians in University Libraries

S / N	To what extent is each of the following items/ statements true of you?	VH E	H E	L E	VL E	N E	$\bar{x}$	Std. Dev	Decision
	I perform hard tasks properly	135	110	15	0	9	4.35	0.86	HE
	I perform my duties in accordance with the expectations of the university library.	156	97	8	1	7	4.46	0.80	HE
	I continuously update my technical knowledge to enhance my job performance.	147	101	10	1	10	4.39	0.89	HE
	I organize and plan my work by setting clear actions, priorities, and deadlines.	139	106	14	2	8	4.36	0.86	HE
	I schedule my activities in line with assigned tasks and library operational routines.	138	106	11	2	12	4.32	0.94	HE
	I take the initiative to improve my performance outcomes at work.	143	98	10	2	16	4.30	1.02	HE
	I proactively seek innovative solutions to challenges that arise in the course of my library duties.	130	109	19	2	9	4.30	0.89	HE
	I put in consistent effort to complete the tasks assigned to me.	151	94	12	5	7	4.40	0.87	HE
	I take advantage of opportunities that can enhance my job performance.	155	95	7	0	12	4.42	0.91	HE
	I complete my assigned tasks within the stipulated deadlines.	126	121	11	4	7	4.32	0.84	HE
	I carry out my duties in compliance with the university library's structure, rules, and policies.	147	103	8	3	8	4.41	0.85	HE
	My work performance contributes meaningfully to the achievement of the university library's mission and objectives.	150	96	14	1	8	4.41	0.85	HE
	I do my job with economy of resources (material, financial, and human).	128	110	20	2	9	4.29	0.90	HE
	My performance tasks in the library	142	97	21	0	9	4.35	0.89	HE

contribute to solving problems and improving the library processes									
I execute my tasks with the expectation of achieving results.	159	91	8	2	9	4.45	0.87	HE	
I establish contact with other people or teams to achieve my university library's goals.	139	98	17	4	11	4.30	0.96	HE	
I create new ideas to make my job easy.	133	99	21	4	12	4.25	0.99	HE	
I can combine professional, technical, and administrative work.	120	11	30	3	11	4.19	0.97	HE	
I am able to work with minimal or no supervision.	138	97	21	2	11	4.30	0.95	HE	
Grand Mean/Standard Deviation						4.35	0.90		

Decision Rule: Very High Extent = 4.51 - 5.00; High Extent = 3.51 - 4.50; Low Extent = 2.51 - 3.50; Very Low Extent = 1.51 - 2.50 and No Extent = 1.00 - 1.50.

The data in Table 1 depict the level of job performance among librarians working in university libraries within Nigeria's South-South region. The grand mean score of 4.35, which lies within the High Extent (HE) range of 3.51 to 4.50, suggests that librarians in these universities generally exhibit a strong level of job performance. This implies that they are effectively carrying out their responsibilities, meeting institutional expectations, and making meaningful contributions to the success of their libraries. The high mean scores across various dimensions of job performance reflect that librarians demonstrate a strong commitment to their responsibilities. For instance, statements such as "I perform my job according to what the university library expects from me" (mean = 4.46) and "I perform hard tasks properly" (mean = 4.35) illustrate the librarians' adherence to institutional expectations and their ability to handle challenging tasks effectively.

Furthermore, the standard deviation value of 0.90 reflects moderate variation in the responses, implying that although most librarians demonstrate high job performance, individual perceptions of performance differ. This variation suggests

that some librarians may excel in specific aspects of their work, while others may feel less proficient. Overall, the findings reveal that librarians in university libraries across Nigeria's South-South region generally display a high level of job performance.

What is the extent of job commitment among librarians in university libraries?

Data in Table 2 is used to answer this question.

Table 4.8: The Extent of Job Commitment Among Librarians in University Libraries

NU	To what extent is each of the following	VH	H	L	V	N	$\bar{x}$	Std.	Deci
M.	items/statements true of you?	E	E	E	LE	E		Dev.	sion
Affective job commitment									
	I consider my library job to be my primary source of livelihood.	128	80	38	9	14	4.11	1.10	HE
	My role as a librarian holds significant personal meaning for me.	125	108	21	3	12	4.23	0.97	HE
	I experience a deep sense of connection and belonging within my university library community	102	119	32	2	14	4.09	1.00	HE
	I am emotionally connected to my work as a librarian.	93	117	36	1	4	4.00	1.03	HE
	I intend to build and continue my entire career within the library profession.	74	108	57	11	13	3.77	1.11	HE
	I take pleasure in discussing my library work with people outside the institution.	99	104	43	5	18	3.97	1.10	HE
Continuance job commitment									
	I feel that I have limited alternative opportunities outside my current library position.	77	107	50	15	20	3.77	1.05	HE
	At this point, remaining in my library job is as much a necessity as it is a personal preference.	83	121	88	8	19	3.90	1.01	HE
	Leaving my position in the library would involve considerable personal sacrifice.	74	130	22	13	20	3.84	1.01	HE
	A decision to leave my library job would significantly disrupt many aspects of my life.	56	120	94	22	22	3.62	1.05	HE

I worry about the possible outcomes of leaving my position without having another job in place.	91	102	39	18	19	385	1.17	HE
Even if I wanted to, stepping away from the library profession would be challenging for me.	56	104	68	20	21	357	1.13	HE
Normative job commitment								
If I were offered a better employment opportunity elsewhere, I would not feel guilty about leaving my library position.	115	77	47	12	18		3.96	1.18
I was brought up to value the importance of being loyal to my job in the library.	110	105	31	6		17	4.06	1.09
I believe that employees should remain committed and loyal to their work in the library.	117	96	35	4		17	4.09	1.09
I feel that my job in the library has contributed to my life's achievements	114	107	12	4		15	4.12	1.04
Quitting my job in the library would make me feel guilty	69	86	62	24	28	354	1.25	HE
I feel that my job in the university library deserves my loyalty.	11	92	33	11	14	402	1.13	HE
I feel happy spending the rest of my career working in the library	74	107	47	17	24	371	1.19	HE
I feel grateful to God for working in the library	15	70	26	3	18	425	1.11	HE
Grand Mean/Standard Deviation						3.92	1.11	

Table 2 shows the degree of job commitment among librarians working in university libraries across Nigeria's South-South region. The grand mean score of 3.92, which falls within the High Extent (HE) range of 3.51 to 4.50, reveals that librarians in these institutions generally exhibit a strong sense of commitment to their professional duties. This high level of dedication demonstrates a serious approach to their roles and a strong sense of responsibility in carrying out their tasks. The consistently high mean scores recorded across the three dimensions of job commitment, affective, continuance, and normative, indicate that many librarians are emotionally connected to their work, find personal fulfillment in their roles, and feel

an ethical obligation to remain devoted to the library profession. For instance, items like "My job as a librarian has a great deal of personal meaning for me" (mean = 4.23) and "I am emotionally attached to my job" (mean = 4.00) support a strong affective commitment.

However, the standard deviation value of 1.11 reflects a moderate degree of variation among respondents, suggesting that while most librarians reported strong commitment, their individual experiences and perceptions vary. Some librarians may display greater emotional attachment or a stronger sense of duty than others. In general, the findings indicate a high overall level of job commitment among librarians in the region, though specific measures may still be needed to ensure uniform levels of engagement and dedication across the workforce.

What is the relationship between job commitment and job performance among librarians in the university libraries?

Data in Table 3 provides an answer to the question

Table 3: Pearson's r Between Job Commitment and Job Performance of Librarians

		Extent of Job Commitment of Librarians	Extent of Job Performance among Librarians
Extent of Job Commitment of Librarians	Pearson Correlation	1	.597**
	Sig. (2-tailed)		.000
	N	269	269
Extent of Job Performance among Librarians	Pearson Correlation	.597**	1
	Sig. (2-tailed)	.000	
	N	269	269

The results displayed in Table 3 reveal a strong and positive correlation between job commitment and job performance among librarians. The Pearson correlation coefficient ($r = +0.597$) indicates a significant and positive association, meaning that as librarians' commitment to their jobs increases, their performance also

improves. This outcome implies that boosting librarians' level of commitment is likely to result in enhanced job performance.

Discussion of Findings

The findings of this research showed that librarians working in university libraries across Nigeria's South-South region generally display a high level of job performance. This result supports the earlier findings of Nwokike and Unegbu (2019), who also reported strong job performance among librarians in universities located in the South-East region of Nigeria. Similarly, Komolafe and Gbotosho (2019) found that library staff at Osun State University, Osogbo, demonstrated a high level of job performance.

The present study further revealed that librarians possess a strong sense of job commitment, aligning with the results of Ezeudu, Oguegbu, and Ugwu (2020), who observed high commitment levels among librarians in Southern Nigerian universities. In the same context, Fagbemiro, Akinola, and Adetunji (2021) reported high levels of affective, continuance, and normative commitment among librarians in universities within South-West Nigeria.

Additionally, this study found a significant positive relationship between job commitment and job performance among librarians in university libraries across the South-South region. This outcome supports the findings of Oyovwe-Tinuoye and Uwaifo (2022), who also identified a positive linear correlation between organizational commitment and job satisfaction among librarians in university libraries in Southern Nigeria.

Recommendations

Given the evidence from the study, the following suggestions were advanced to enhance practice and policy:

1. University administrators should develop targeted professional development programs to enhance librarians' job performance by providing continuous training and skill improvement opportunities.
2. Institutions should implement motivational incentives such as recognition programs, promotions, and financial rewards to sustain and increase librarians' job commitment.
3. Library management should foster a supportive and engaging work environment by improving communication channels, encouraging teamwork, and addressing individual concerns to enhance job satisfaction.

Conclusion

The results of this study reveal that librarians serving in university libraries within Nigeria's South-South region generally display commendable levels of job performance. Librarians in these institutions exhibit strong adherence to their responsibilities, effectively carrying out their tasks in alignment with institutional expectations and contributing meaningfully to their libraries' goals. However, the moderate variability in responses suggests that, while many librarians perform at a high level, there are some differences in how their performance is perceived. Additionally, the study shows that job commitment among librarians is also high. Librarians demonstrate significant commitment across affective, continuance, and normative dimensions, indicating that they find personal meaning in their work, feel loyal to their profession, and recognize the importance of staying committed to their roles. Furthermore, the study found a significant and positive relationship between job commitment and job performance among librarians. This highlights the importance of creating a conducive and motivating work environment that reinforces librarians' sense of commitment, ultimately leading to improved job performance.

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