

Institutional Support as a Correlate of Staff Job Commitment in Public University Libraries in Bayelsa State, Nigeria

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DOI: 10.56201/ijssmr.vol.11no7.2025.pg172.185

Abstract

This study examined institutional support as a correlate of staff job commitment in public university libraries in Bayelsa state, Nigeria. It is a correlational study and the correlational survey research design was adopted for the study. Total population was 100 librarians in Public University libraries in Bayelsa state, Nigeria, made up of professionals and para-professionals. Total enumeration was used for the study. Five research questions guided the study and five hypothesis were tested at 0.05 alpha level. Data were collected using structured questionnaire. The study adopted the Pearson Product Moment Correlation to analyze the research question and test the hypothesis. Findings indicated that there exists a high and significant correlation between institutional support and staff job commitment in Bayelsa State, Nigeria. It was recommended that Universities should enhance staff welfare by providing health insurance, housing allowances, transport benefits, and flexible work policies to improve commitment. Also Institutions should improve supervisor support by training supervisors in mentorship, communication, and employee engagement to boost staff morale and commitment.

Keywords: *Institutional support, library staff, commitment and university library.*

INTRODUCTION

The success and failures of institutions are reflections of several factors, particularly factors that center on the staff or workforce. They are seen as the most valuable asset in achieving institutional goals because the greatest concern of institutional management is to get work done by employees. Hence, institutions cannot succeed without their human resource (employees) efforts and commitment (Cmar and Kareroglu, 2012). Within the library organisations, specifically university library, staff are the key resource in ensuring high performance in service delivery and actualisation of institutional goals. University libraries are academic libraries set up by the university solely to support teaching, learning and research in the institution. They support the academic programme of the university through their information resources and facilities. In the acquisition of these

information resources, every discipline in the university curriculum is given serious consideration. Services offered by the university libraries include provision of an organized collection of printed or other materials or combination thereof, a staff trained to provide and interpret such materials as required to meet the information, cultural, recreational or educational needs of clientele and the physical facilities necessary to support such a collection, staff, and students (Abubakar, 2016). The university library also provides reference services and all possible information needs for researchers, students, academic staff as well as neighbouring communities. University libraries provide technical service such as book binding, printing, editorial and reprographic services. These services are aimed at ensuring fast and quick accessibility to the available print and non- print information resources to staff and students at all times. However, it is the library staff that ensure excellent customer service and research assistance to library patrons; that acquire, preserve, and make accessible print and electronic resources of all kinds; and ensure that library operations are well carried out in line with the objectives of parent's institution. Library staff also perform other responsibilities and services which include: selective dissemination of information, classifying and cataloguing of library resources, routine service to readers in term of referencing, supervision and maintenance of library stocks. In similar vein, personnel in the library take charge of circulation of periodicals and other publications; shelving of library print materials; support users in accessing subscribed databases; ensure proper indexing of periodicals; compiling bibliographies and reading lists; and render professional advice on library matters. Therefore, to offer competitive services in this era of globalisation and technological advancement, library personnel must not only be knowledgeable and skilful, but must be committed. Commitment according to Atak (2011) is an attitude which involves loyalty of employees to the organization and it involves the internalization of goals and objectives and the willingness of staff to play for and be willing to be part of the success story. Nazir, Shafi, Qun, Nazir, and Tran (2016) define commitment as the level of dedication an individual demonstrates towards the institution and its goals. Explaining further, Nazir et al., (2016) stated that committed staff work diligently, dutifully, promote organisation's services or products and solicit for continuous advancement of the organisation. Such types of personnel would accomplish duties assigned with little or no supervision from supervisors and serve as organisation's ambassadors both within and outside offices. Irefin & Ali (2014) added that when staff are committed, they creatively involved in the organisation's mission, values and constantly think about the ways to enhance organisations' jobs better as if the organisation belongs to them. Thus, for university libraries to be productive and successful in its quest to support institutional curriculum, personnel commitment is indispensable. In order to determine staff commitment in organisations, studies (Hood, 2015; Piong, 2016 and Rina, 2018) have revealed different approaches, which are, a multidimensional approach of three-component model developed by Meyer and Allen (1991), namely: affective commitment, continuance commitment and normative commitment have been a leading approach. Affective commitment is described as emotional attachment the staff have towards the organisational goals. As a result, such staff strongly identify and yearning to remain as part of the organisation and strive to achieve organisational goals in order to maintain organisational membership. However, staff commitment in other organisations could be a continuance commitment. Continuance commitment is the personnel commitment based on the awareness of the cost associated with leaving the current organisation. That is, the personnel perceive high cost that would be incurred in case of losing membership. This indicates that the personnel's commitment is based on cost-benefit analysis. On the other hand; personnel commitment could be as a result of feeling of obligation based on personal norms and values called normative commitment. For instance, the organization may have

invested resources in training an employee in form of institutional support, who then feels an obligation to put forth effort on the job and stay with the organization to repay the debt. It may also reflect an internalized norm developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization. The employee therefore stays with the organization because he/she ought to. In view of the importance of staff commitment in achieving organisational goals, researchers are not only interested in understanding the impacts of commitment on factors such as performance, turnover intention, job effectiveness and productivity, but more importantly have been trying to identify the factors that can either make or mar such commitment. Among the factors identified are institutional support and job satisfaction. Institutional support and job satisfaction have been described as key determinants of staff commitment to organization (Madhuri, Srivastava and Srivastava, 2014). As institutions face global competitiveness in modern times due to technological advancement, reputable managers in various institutional type, are vigorously seeking avenues to gain competitive advantage wherein institutional support and job satisfaction of staff are important factors. According to Cunningham (2021) Institutional support is the systematic provision of resources, policies and structures within an organisation to facilitate the fulfilment of its mission, objectives and needs of its stakeholders. Oyegade, Ogunsola and okebukola (2014) see institutional support as the backing and resources provided by the libraries' parent organisation or government bodies. Institutional support is defined as the degree to which personnel feel that the organisation is willing to fairly compensate them with the exchange of personnel's efforts, help them when there is need to make work interesting and stimulating, and provide adequate working conditions for the personnel's satisfaction (Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis, 2017). It is perception or belief that the organisation such as university library values the contributions made by staff to its successes and cares or has concern about needs and welfare of the staff. Although, staff commitment has to do with loyalty, attitude, feelings and sense of belonging of workers to the institution, institutional support introduced the idea that staff views of their institution's concern about their welfare plays essential role in achieving staff commitment to the institution. Therefore, institution needs to demonstrate to its workforce that it is concerned about their well-being in order to earn the staff dedication to such institution. This could be achieved through many factors among which are supervisor support, favourable policies and practices, conducive work environment as well as fair treatment of workers. For instance, in university library, such support could be formal recognition as library staff of the month or year award, or a handshake by the university librarian for a job well done by library staff. Awana (2007) as cited in Ajayi, Adetayo, Gbotoso and Mutiat (2021) defined institutional support as the assistance provided to the library and its staff by their parent body or employers outside of their core terms of the agreement to improve their well-being, which can influence their commitment to the organisation and have positive effects on the development of library to meet the information needs of the patrons. To buttress the above statement, Khan and Bhatti (2016) posit that institutional support can be in form of adequate provisions for employees' physical/accommodation and health wellbeing, financial support for career goals, supervisor support in form of guidance and recommendation for additional in service training where necessary and fair treatment in terms of reward for extra role performance among others would increase employees' felt obligation to help the institution attain its goals. Cmar and kareroglu (2012) refer to institutional support employees' perception concerning the extent to which the institution values their contribution and cares about their well-being. Furthermore, konijnenburg (2010) observed that perceived institutional support in university libraries is heavily influenced by the quality of the relationship between the institution and the library as evidenced by institutional concern for

staff welfare (such as staff developments training, conducive working environment, health care support, infrastructures and financial support), fair treatment and supervisor support. However, in the present study staff developments training, conducive working environment, health care support, infrastructures and financial support will be treated as staff welfare. Faiza (2019) defined staff welfare as the provision of facilities and comfort to the workforce of an organisation in order for them to have a better standard of living. It is a term that indicates the amenities, facilities, and services to be provided by the employer for the betterment of the staff (Subhasish, Medha, & Darshana, 2018). According to Rao, Patro, and Raghunath (2015), staff welfare is seen as a way of searching for the physical, mental, moral and emotional wellbeing of employees. It simply means making life worth living for the employees of an organisation (Varma, n. d.). In the words of Ukil (2016) staff welfare is characterized as any operation carried out for the intellectual or social convenience and development of staff that is beyond the wages paid. From these definitions, staff welfare can be seen as the mechanism or framework established by the employer for the physical, social, environmental, and economic comfort of employees. It could also be seen in simple terms as the established framework by employers for taking care of employees. In the view of Dhir and Shukla, (2018) organisation is mostly seen as a social unit characterized by a paternalistic relationship between employers and employees. The implication of this is that, employers (parent) are charged with the responsibility of taking care of their employees (child) in the organisation. Recall that, employees are seen as the lifeblood of an organisation (Obisi, 2015). Due to this, it is expedient for employers to provide a work environment that allows for such indispensable asset (employees) of the organisation to be happy in the discharge of their duties. Mendis (2016) was of the viewpoint that employee welfare involves establishing minimum acceptable requirements and providing services such as food, clothes, lodging, fitness, medical assistance, insurance, recreation, and education, among others. Prachi (2021) is of the view that the success of any university library relies heavily on the effectiveness of its employee welfare initiatives, extending beyond regular remuneration to encompass perks and benefits aimed at enhancing employee well-being. However, recognizing employee welfare as an investment rather than an expense is crucial, as content and satisfied staff significantly contribute to organizational success. This contentment often translates into heightened commitment, fostering a positive workplace environment where employees actively contribute to achieving organizational goals. Van De Voorde and Beijer (2015) referred staff welfare as social and intellectual practices or policies made by the organization for the improvement of the employees. These include staff training and development, conducive working environment, health care support, infrastructure support and financial support. Oyovwevotu (2018) defined staff welfare as services, benefits and facilities offered to employees by the employers. Thus, these benefits help to enhance the engagement of staff in public university libraries and hence enhanced the staff commitment and job satisfaction. Supervisor support refers to the degree to which employees recognize that their supervisors are supportive and encouraging towards their concerns and performance (Herawati, Setyadi, Michael and Hidayati 2023). Liu (2018) opined that staff view their supervisors' actions and in-actions as a reflective of those of the establishment. After all, the supervisor is responsible for delegating work to the staff, appraising the staff performance, determining and influencing the personnel's remuneration and compensation. Therefore, supportive actions taken by the supervisor will not only be seen by the personnel as direct support from that supervisor, but also as support from the organisation. This would definitely indicate that the organisation is satisfied and pleased with the efforts of the staff. In an article for the Mansis Development Corporation, it was emphasized that employees' behaviour on the job is influenced directly - positively or negatively

by his or her immediate supervisor. Beheshtifar and Herat (2013) note that positive influences are essential to strengthening employees' commitment for increased benefits. Employees, who have been well supported by the organization over a period of time, as assessed by Institutional Support proponents, are more likely to desire and accept a high-quality exchange with their supervisor. Furthermore, a supervisor is more likely to engage in behaviors that contribute to a high-quality exchange with employees who are successful, as represented by having been supported by the organization over a period of time. Hence such visualized high quality relationship between supervisors and employees are of paramount importance to management for increased profitability through employees' commitment via quality support from organizational supervisors. In the same vein, Rhoades and Eisenberger (2002), argued that Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being as linked to perceived supervisor support; because supervisors act as agents of the organization, having responsibility for directing and evaluating subordinates' performance, employees view their favourable or unfavourable orientation towards them as indicative of the institution's support (Eisenberger, Huntington, Hutchinson, & Sowa, 1986 as. Cited Kalidass and Bahrn 2015) Most literature as highlighted above, have actually proved that institutional support encourages employees to work better and more effectively, as it encourages employees to satisfy their managers and the organizational expectations as they see the organization trying to meet their needs and improve their working and family lives or wellbeing. In this vein, Fakhraei, Imami and Manuchehri (2015), argue that when employees feel satisfied and supported by their organization, they will try to work better and then they will feel committed to the organization and leaving the organization would be difficult for them. This is not often the case with librarians, as studies have shown that most librarians in public sector have the intention to quit their job if they find a better one unlike their counterparts in private corporate system such as the oil and related industries for instance. Hence, Aborishade and Obioha (2009) reported that librarians in most public institutions demonstrate lack of dedication and commitment to their organization and that some show sign of regret and dissatisfaction and as such show lack of commitment; and many are intending to leave if they find better offer somewhere else. In other words, institutional support plays salient role in and employees' commitment to organization of any type including libraries/librarians based on the relationship between institutional support and dimensions of employees' commitment as projected in social exchange and social identity theory.

Statement of the Problem

Library cannot succeed or fulfil its purpose of meeting users' needs without the human resource effort and commitment. In spite of the significant role librarians play in information provision and dissemination, some librarians still exhibit poor attitude towards their work. However, in the absence of commitment libraries may suffer several consequences such as low productivity, high rate of absenteeism, and high rate of staff turnover that could negatively affect its existence and continuity. Some experts such as Abigail and Oluwatobi (2015) and Bakotic and Babic, (2013) have long held that organizational goal of high productivity and quality service delivery is unattainable without enduring commitment of professional librarians who constitute the personnel bedrock of university libraries. Some researchers such as Udofia (2017), Eslami and Gharakhani (2012) and Kumari and Afroz (2013) have attributed the lack of commitment by librarians to the fact that they are not satisfied with their job, or certain aspects of the job. By way of emphasis, most studies mentioned earlier have revealed poor institutional commitment among librarians.

Although, some studies have been done on identifying level of institutional support and librarians commitment to organization by researchers in other location in Nigeria, prominent amongst them are (Yaya, Opeke and Onuoha, 2016; Ajie and Oluwatobi, 2015; Awoyemi and Odefadehan, 2017; and Udofia, 2017) however, little or no work has addressed the influence of institutional support factor on job commitment in public university libraries in Bayelsa State, Nigeria. Hence, this study intends to investigate the institutional support as a correlate of staff job commitment.

Objectives of the Study

The main purpose of this study is to investigate the relationship of institutional support on staff commitment in public university libraries in Bayelsa State, Nigeria. This study specifically determines:

1. The relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria.
2. The relationship between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Research Question

1. What is the relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria?
2. What is the relationship between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria?

Hypotheses

The following null hypotheses were formulated and will be tested at 0.05 level of significance:

Ho1. There is no significant relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Ho2. There is no significant relationship between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Literature Review

Previous studies also demonstrated that institutional support given to employees by their Organization engenders improvement of positive behaviours and attitudes like affective and normative commitment, and sometimes on continuous commitment (Colakoglu, Culha and Atay, 2016). The amount of institutional support employee perceives from the organization has been proved to influence employees' job attitudes. According to Cunningham (2021) Institutional support is the systematic provision of resources, policies and structures within an organisation to facilitate the fulfilment of its mission, objectives and needs of its stakeholders. Oyegade, Ogunsola and Okebukola (2014) see institutional support as the backing and resources provided by the libraries' parent organisation or government bodies. Institutional support is defined as the degree to which personnel feel that the organisation is willing to fairly compensate them with the exchange of personnel's efforts, help them when there is need to make work interesting and stimulating, and provide adequate working conditions for the personnel's satisfaction (Kurtessis, Eisenberger, Ford, Buffardi, Stewart and Adis, 2017). It is perception or belief that the organisation such as university library values the contributions made by staff to its successes and cares or has concern about needs and welfare of the staff.

Although, staff commitment has to do with loyalty, attitude, feelings and sense of belonging of workers to the institution, institutional support introduced the idea that staff views of their institution's concern about their welfare plays essential role in achieving staff commitment to the institution. Therefore, institution needs to demonstrate to its workforce that it is concerned about their well-being in order to earn the staff dedication to such institution. This could be achieved through many factors among which are supervisor support, favourable policies and practices, conducive work environment as well as fair treatment of workers. For instance, in university library, such support could be formal recognition as library staff of the month or year award, or a handshake by the university librarian for a job well done by library staff. Awana (2007) as cited in Ajayi, Adetayo, Gbotoso and Mutiat (2021) defined institutional support as the assistance provided to the library and its staff by their parent body or employers outside of their core terms of the agreement to improve their well-being, which can influence their commitment to the organisation and have positive effects on the development of library to meet the information needs of the patrons.

To buttress the above statement, Khan and Bhatti (2016) posit that institutional support can be in form of adequate provisions for employees' physical/accommodation and health wellbeing, financial support for career goals, supervisor support in form of guidance and recommendation for additional in service training where necessary and fair treatment in terms of reward for extra role performance among others would increase employees' felt obligation to help the institution attain its goals. Furthermore, Konijnenburg (2010) observed that perceived institutional support in university libraries is heavily influenced by the quality of the relationship between the institution and the library as evidenced by institutional concern for staff welfare (such as staff developments training, conducive working environment, health care support, infrastructures and financial support), fair treatment and supervisor support.

Faiza (2019) defined staff welfare as the provision of facilities and comfort to the workforce of an organisation in order for them to have a better standard of living. It is a term that indicates the amenities, facilities, and services to be provided by the employer for the betterment of the staff (Subhasish, Medha, & Darshana, 2018). According to Rao, Patro, and Raghunath (2015), staff welfare is seen as a way of searching for the physical, mental, moral and emotional wellbeing of employees. It simply means making life worth living for the employees of an organisation (Varma, n. d.). In the words of Ukil (2016) staff welfare is characterized as any operation carried out for the intellectual or social convenience and development of staff that is beyond the wages paid.

From these definitions, staff welfare can be seen as the mechanism or framework established by the employer for the physical, social, environmental, and economic comfort of employees. Mendis (2016) was of the viewpoint that employee welfare involves establishing minimum acceptable requirements and providing services such as food, clothes, lodging, fitness, medical assistance, insurance, recreation, and education, among others.

Prachi (2021) is of the view that the success of any university library relies heavily on the effectiveness of its employee welfare initiatives, extending beyond regular remuneration to encompass perks and benefits aimed at enhancing employee well-being. However, recognizing employee welfare as an investment rather than an expense is crucial, as content and satisfied staff significantly contribute to organizational success. This contentment often translates into heightened commitment, fostering a positive workplace environment where employees actively contribute to achieving organizational goals.

Van De Voorde and Beijer (2015) referred staff welfare as social and intellectual practices or policies made by the organization for the improvement of the employees. These include staff

training and development, conducive working environment, health care support, infrastructure support and financial support. Oyovwevotu (2018) defined staff welfare as services, benefits and facilities offered to employees by the employers. Thus, these benefits help to enhance the engagement of staff in public university libraries and hence enhanced the staff commitment and job satisfaction.

Supervisor support refers to the degree to which employees recognize that their supervisors are supportive and encouraging towards their concerns and performance (Herawati, Setyadi, Michael and Hidayati 2023). Liu (2018) opined that staff view their supervisors support in form appraising the staff performance, determining and influencing the personnel's remuneration and compensation actions as a reflective of those of the establishment. Therefore, supportive actions taken by the supervisor will not only be seen by the staff as direct support from that supervisor, but also as support from the organisation. This would definitely indicate that the organisation is satisfied and pleased with the efforts of the staff.

In an article for the Mansis Development Corporation, it was emphasized that employees' behaviour on the job is influenced directly - positively or negatively by his or her immediate supervisor. Beheshtifar and Herat (2013) who note that positive influences are essential to strengthening employees' commitment for increased benefits. Employees, who have been well supported by the organization over a period of time, as assessed by Institutional Support proponents, are more likely to desire and accept a high-quality exchange with their supervisor. Furthermore, a supervisor is more likely to engage in behaviors that contribute to a high-quality exchange with employees who are successful, as represented by having been supported by the organization over a period of time. Hence such visualized high quality relationship between supervisors and employees are of paramount importance to management for increased profitability through employees' commitment via quality support from organizational supervisors. In the same vein, Rhoades and Eisenberger (2002), argued that Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being as linked to perceived supervisor support; because supervisors act as agents of the organization, having responsibility for directing and evaluating subordinates' performance, employees view their favourable or unfavourable orientation towards them as indicative of the institution's support (Eisenberger, Huntington, Hutchinson, & Sowa, 1986 as. Cited Kalidass and Bahron 2015)

Most literature as highlighted above, have actually proved that institutional support encourages employees to work better and more effectively, as it encourages employees to satisfy their managers and the organizational expectations as they see the organization trying to meet their needs and improve their working and family lives or wellbeing. In this vein, Fakhraei, Imami and Manuchehri (2015), argue that when employees feel satisfied and supported by their organization, they will try to work better and then they will feel committed to the organization and leaving the organization would be difficult for them. This is not often the case with librarians, as studies have shown that most librarians in public sector have the intention to quit their job if they find a better one unlike their counterparts in private corporate system such as the oil and related industries for instance. Hence, Aborishade and Obioha (2009) report that librarians in most public institutions demonstrate lack of dedication and commitment to their organization and that some show sign of regret and dissatisfaction and as such show lack of commitment; and many are intending to leave if they find better offer somewhere else. In other words, institutional support plays salient role in employees' job satisfaction and employees' commitment to organization of any type including

libraries/librarians based on the relationship between institutional support, job satisfaction and dimensions of employees' commitment as projected in social exchange and social identity theory.

Design

The survey research design of a correlational type was adopted for this study. The population of the study is 100. This is made up of 41 Professional librarians and 59 Para-professional librarians in the four (4) public university libraries in Bayelsa State. Total enumeration sampling techniques was used for the study, considering its relative small size, which according to Nworgu (2015), when a study population is small; the entire population can be used.

The researcher with the assistance of three research assistants administer 100 copies of the questionnaire to all the respondents (librarians) who constitute the study sample. Some of the copies of the questionnaire were collected on the spot to avoid loss while others that were not filled were left behind and collected in the week. Out of the 100 copies of the questionnaire administered, 88 copies were retrieved and used for the data analysis.

Result and Discussion of Findings

Research Question 1

What is the relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria?

Table 1: Pearson r between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria

Variances	N	STAFF_JOB_COMMITMENT r	STAFF_WELFARE r	Decision
STAFF JOB COMMITMENT	88	1	0.98	High
STAFF WELFARE	88	0.98	1	

The result in table 4.1 revealed that the relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria is high and positive. The Pearson correlation coefficient R of +0.98 means that there is a high and positive correlation between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Null Hypothesis 1

There is no significant relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Table 2: Significant of Pearson r between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria

N	cal. R	Df	p-value	cal. P-value	Decision
88	0.98	86	0.05	0.000	Significant

The result in table 2 showed that the relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria ($r = +0.98$, $0.000 < 0.05$) is significant. The null hypothesis is rejected. Therefore, we conclude that there is a significant relationship between staff welfare and staff job commitment in public university libraries in Bayelsa State, Nigeria

Research Question 2

What is the relationship between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria?

Table 3: Pearson r between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria

Variances	N	STAFF_JOB_COMMITMENT r	SUPERVISOR_SUPPORT r	Decision
STAFF_JOB_COMMITMENT	88	1	0.98	High
SUPERVISOR_SUPPORT	88	0.98	1	

The result in table 3 revealed that the relationship between supervisor support and staff job commitment in public university libraries in Bayelsa State, Nigeria is also high and positive. The Pearson correlation coefficient r of +0.98 means that there is a high and positive correlation between supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Null Hypothesis 2

There is no significant relationship between Supervisor-support and staff job commitment in public university libraries in Bayelsa State, Nigeria.

Table 4: Significant of Pearson r between supervisor support and staff job commitment in public university libraries in Bayelsa State, Nigeria

N	cal. R	Df	p-value	cal. P-value	Decision
88	0.98	86	0.05	0.000	Significant

The result in table 4 showed that the relationship between supervisor support and staff job commitment in public university libraries in Bayelsa State, Nigeria ($r = +0.98$, $0.000 < 0.05$) is significant. Therefore, the null hypothesis is rejected. Therefore, we conclude that there is a significant relationship between supervisor support and staff job commitment in public university libraries in Bayelsa State, Nigeria

Conclusion

The study underscores the critical role of institutional support in enhancing employee commitment in public university libraries in Bayelsa State. It confirms that when organizations invest in staff welfare and supervisor support, they create a motivated and committed workforce. The interconnectedness of institutional support and employee commitment implies that universities must adopt holistic human resource strategies to address employee needs comprehensively. A lack of institutional support can result in low morale, high attrition rates, and reduced service quality, ultimately affecting the academic and research functions of the university libraries. As the global education landscape evolves, Bayelsa's public universities must prioritize policies that foster employee satisfaction and commitment. Sustainable institutional support systems will not only enhance staff performance but also contribute to the long-term success of higher education in Nigeria.

Recommendation

Based on the findings of this study, the following recommendations are put forward to enable policy actions:

1. Universities should enhance staff welfare by providing health insurance, housing allowances, transport benefits, and flexible work policies to improve job commitment and retention.
2. Institutions should improve supervisor support and leadership by training supervisors in mentorship, communication, and employee engagement to boost staff morale and commitment.

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