Employee Commitment and Job Performance among Academic Libraries Staff in Ekiti State, Nigeria

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ABSTRACT

This study examined employee commitment and job performance among staff of academic libraries in Ekiti State. The study was guided by two research objectives and one hypothesis. A descriptive survey research design of the correlational type was adopted. The population comprised professional and para-professional library staff in academic libraries across universities, polytechnics, colleges of education, and other tertiary institutions in Ekiti State. A purposive sampling technique was used to select 300 respondents, out of which 270 valid responses were retrieved and analyzed, representing a 90% response rate. Data were collected using a structured questionnaire and analyzed using descriptive statistics such as frequency counts, percentages, mean, and standard deviation, while the hypothesis was tested using Pearson Product Moment Correlation (PPMC). The findings revealed that academic library staff exhibited a moderate to high level of employee commitment, particularly in terms of loyalty, sense of obligation, and willingness to contribute to organizational success. The study also found that respondents demonstrated a high extent of job performance in areas such as information service delivery, cataloguing and classification, teamwork, professionalism, and adaptation to digital technologies. Furthermore, the result of the hypothesis test showed a significant positive relationship between employee commitment and job performance among staff of academic libraries ($r = 0.684$, $p < 0.05$). This implies that increased employee commitment leads to improved job performance. The study concluded that employee commitment is a major determinant of job performance among academic library staff. In view of the findings, the study recommended that academic libraries should provide regular professional development opportunities such as workshops, seminars, conferences, and in-service training to improve staff competence, motivation, and job performance.

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1. Introduction

Academic libraries are integral components of higher institutions of learning, serving as knowledge hubs that support teaching, learning, research, and community development. According to Corrall and Jolly (2019), academic libraries play transformative roles by embedding information literacy instruction within curricula and collaborating directly with academic departments to enhance learning outcomes. In Nigeria, academic libraries operate within universities, polytechnics, and colleges of education, where they provide access to print and electronic resources, reference services, information literacy training, and research support services. They contribute significantly to institutional accreditation, academic excellence, and research productivity. Patil et al, (2025) found that libraries now function as strategic partners in knowledge creation, providing services such as data analytics support, institutional repositories, bibliometrics, and research impact services. However, the effectiveness of academic libraries depends largely on the commitment and performance of their staff. Employee commitment and job performance are fundamental concepts in organizational behavior and human resource management. Employee commitment refers to the psychological attachment, loyalty, and willingness of employees to remain with and contribute positively to an organization's goals. According to Meyer and Allen (1991), organizational commitment is a multidimensional construct comprising affective commitment (emotional attachment to the organization), continuance commitment (perceived cost of leaving the organization), and normative commitment (a sense of moral obligation to remain).

In the context of libraries, affective commitment may be demonstrated through enthusiasm for user services and active participation in innovation; continuance commitment may be influenced by job security and professional investments; while normative commitment may stem from professional ethics and loyalty to institutional mandates. Sujendran (2023) asserted that employee commitment can be defined as a sense of responsibility and obligation towards the organization, job, or work group, especially during challenging times. Employee commitment in libraries refers to the psychological attachment, loyalty, and sense of responsibility that library personnel demonstrate toward their institutions. Esharefasa and Adeyeye (2025) examined affective, continuance, and normative commitment among librarians in Nigerian tertiary institutions and found that normative commitment was stronger than affective and continuance commitment. This reflects the extent to which librarians and other library staff identify with the mission of the library, are willing to exert extra effort in service delivery, and intend to remain with the organization. High levels of commitment generally lead to increased motivation, better work attitudes, and enhanced productivity. Nguyen and Ngo (2020) stated that a supportive work environment enhances affective commitment, leading to higher job satisfaction and lower turnover rates. Furthermore, Ohaegbulem, Ohida, Abbah, and Igomu (2024) found that transformational leadership has a positive and significant effect on employee commitment, as leaders who inspire, motivate, and provide individualized support tend to strengthen workers' emotional attachment and dedication to organizational goals. Similarly, Albrecht, Furlong and Leiter (2023) found that leadership styles that focus on employee empowerment and professional growth are effective in fostering commitment among library staff worldwide. Thus, employee commitment in libraries is not merely an attitudinal concept but a strategic factor that influences service

quality, institutional effectiveness, and overall job performance.

Job performance, on the other hand, relates to how effectively and efficiently staff carry out duties assigned to them, particularly in attaining organizational objectives. Job performance, as explained by Shobirin and Siharis (2022), represents the outcomes achieved through an individual's execution of assigned responsibilities. In the context of libraries, it encompasses the effectiveness with which staff carry out professional and administrative responsibilities such as cataloguing, classification, circulation services, reference assistance, digital resource management, and user education. Oduola, Oketunji and Zubairu (2024) found that job performance among university library personnel in Southwest Nigeria was reflected in efficient service delivery, accuracy in technical processing, and responsiveness to users' needs. However, high job performance is reflected in timely service delivery, accuracy in information processing, user satisfaction, innovation, and adaptability to emerging technologies. Oyetunji, Abdulwahab and Eromosele (2024) reported that motivation and professional competence were significant predictors of performance in academic libraries, particularly in areas of user services and electronic resource management. As libraries increasingly integrate digital tools and automated systems, staff are expected not only to perform routine tasks efficiently but also to demonstrate flexibility and technological competence. Annune, Terna, and Annune (2023) established that ICT capacity-building initiatives improved librarians' performance in managing electronic resources and online services. Consequently, job performance in libraries extends beyond routine task completion to include quality service delivery, technological adaptability, professional competence, and user-centered engagement.

In Nigeria, academic libraries are faced with diverse challenges, such as evolving information technologies, increased user expectations, and limited resources. Oduola, Oketunji, and Zubairu (2024) report that positive work attitudes and commitment among library personnel significantly influenced their effectiveness in delivering digital and reference services in Southwest Nigerian universities. These challenges make the role of committed and high-performing staff increasingly important. When academic library staff demonstrate strong organizational commitment, they are more likely to adapt to changes, embrace new technologies, provide user-centered services, and contribute to continuous improvement in library performance. Oyetunji, Abdulwahab, and Eromosele (2024) found that motivation and organizational support enhanced librarians' performance, particularly in technology-driven service environments. As previous studies indicate that employee commitment positively influences job performance in various organizational settings, including educational institutions. Such as Bamidele, Akalawu, and Adesina (2025), they demonstrated that organizational commitment significantly predicts job performance among cataloguers in Nigerian university libraries, especially in contexts characterized by resource limitations. However, limited research has specifically examined this relationship among academic library staff in Ekiti State. This gap is significant because understanding how commitment affects performance within this professional group can guide library administrators, policymakers, and stakeholders in devising strategies to improve service delivery, staff development, and overall library effectiveness. The limited empirical evidence on the relationship between employee commitment and job performance among academic library staff, integrates the dimensions of employee commitment with library-specific performance indicators, and provides context-specific evidence from diverse academic library institutions in Ekiti State. Therefore, this study

investigated the relationship between employee commitment and job performance among academic library staff in Ekiti State, Nigeria, and provided empirical insights that can enhance human resource practices and strengthen library service outcomes.

1.1 Research objectives

The main objective of this study is to examine employee commitment and job performance among staff of academic libraries in Ekiti State. The study specifically seeks to:

1) Determine the level of employee commitment among staff of academic libraries in Ekiti State;
2) Determine the extent of job performance among staff of academic libraries in Ekiti State; and
3) Examine the relationship between employee commitment and job performance among staff of academic libraries in Ekiti State.

1.2 Research questions

This study seeks to provide answers to the following research questions:

1) What is the level of employee commitment among staff of academic libraries in Ekiti State?
2) What is the extent of job performance among staff of academic libraries in Ekiti State?

1.3 Research hypotheses

H01 There is no significant relationship between employee commitment and job performance among staff of academic libraries in Ekiti State.

2. Literature Review

Employee commitment is a multidimensional construct that reflects the psychological attachment of employees to their organization. The widely cited three-component model developed by Meyer and Allen (1991) identifies affective commitment (emotional attachment), continuance commitment (perceived cost of leaving), and normative commitment (sense of obligation to remain) as the core dimensions influencing employees' workplace behavior. Employees who exhibit high affective commitment tend to identify strongly with organizational goals and willingly exert effort toward achieving them. Continuance commitment, however, is often driven by economic or social costs associated with leaving, while normative commitment stems from moral obligation or loyalty. In academic library environments, employee commitment plays a crucial role in sustaining service quality and institutional stability. Chukwusa (2021) reported that librarians who demonstrated high organizational commitment also exhibited stronger engagement in professional duties and higher levels of service responsiveness. Similarly, Oduola, Oketunji, and Zubairu (2024) observed that positive job attitudes and commitment among library personnel significantly influenced effective service delivery and user satisfaction in university libraries in Southwest Nigeria. Library staff who are emotionally

attached to their institutions are more likely to demonstrate proactive service delivery, innovation, and dedication to user satisfaction. Conversely, low commitment may result in disengagement, absenteeism, and reduced productivity. Bamidele, Akalawu, and Adesina (2025) established a significant positive relationship between organizational commitment and job performance among cataloguers in Nigerian university libraries, indicating that committed staff were less likely to exhibit withdrawal behaviors such as absenteeism and low productivity. Consequently, these empirical findings reinforce the position that employee commitment is a critical factor of sustained service quality, innovation, and productivity in academic library environments.

Job performance refers to the extent to which employees effectively execute assigned tasks and responsibilities in line with organizational objectives. According to Campbell (1990), job performance is the behaviours and actions that are under the control of an individual and contribute to organizational goals. In academic libraries, job performance encompasses cataloguing and classification accuracy, reference and information services efficiency, digital resource management, information literacy instruction, user engagement, and administrative support functions. Ojo and Yaya (2023) clarified that job performance is of great importance to both library staff and library management. For library staff, good job performance can lead to job satisfaction, career advancement, and increased job security. Similarly, a study by Bankole, Akanbi, Sulaiman, and Isiaka (2023) revealed that high job performance among library personnel was significantly associated with increased motivation and self-efficacy, which in turn enhanced job satisfaction and workplace stability. Fabunmi, Ikonne, and Madukoma (2023) reported that engagement in professional development activities such as workshops and conferences resulted in significant enhancements in librarians' technical competencies, collaborative practices, and innovative approaches to service delivery in universities across Southern Nigeria. Modern academic libraries require staff not only to perform routine technical duties but also to adapt to digital transformation, emerging technologies, and evolving user expectations. Corrall (2019) argued that modern academic libraries require "blended professionals" who combine traditional librarianship skills with digital competencies and collaborative capabilities. Similarly, Dube, Rammutloa and Matatiele (2024) revealed that librarians must develop advanced ICT skills, digital literacy, scholarly communication competencies, and data management abilities to remain effective in the digital era. They emphasized continuous professional development as essential for coping with evolving technologies in academic libraries. Furthermore, Oduola, Oketunji, and Zubairu (2024) found that librarians who demonstrated technological competence and proactive service behaviors recorded higher performance levels, particularly in electronic resource management and virtual reference services in Southwest Nigerian universities. Therefore, high job performance in academic libraries is associated with competence, adaptability, responsiveness, and professional commitment.

Academic libraries operate within dynamic and resource-constrained environments, particularly in developing contexts. In Nigeria, library staff face challenges such as limited funding, inadequate infrastructure, and increasing demand for digital services. Oyovwe-Tinuoye, Omeluzor and Patrick (2021) found that inadequate training opportunities and lack of structured ICT capacity-building programmes significantly reduce librarians' efficiency and effectiveness in service delivery. Furthermore, Onyeka and Onuoha (2021) emphasized that management's failure to provide adequate training opportunities not only diminishes employee morale but also impacts service quality in academic

libraries. Similarly, Girei, Duhu and Digil (2024) found that lack of supportive supervision, poor mentoring, and inadequate encouragement for professional development significantly reduce employees' commitment and work effectiveness. Therefore, these factors may influence levels of staff commitment and, subsequently, performance outcomes. Oyetunji, Abdulwahab, and Eromosele (2024) reported that motivation factors including availability of work resources, recognition, and professional development opportunities were significant predictors of job performance among academic library staff in Southwest Nigeria. Similarly, Dube, Rammutloa and Matatiele (2024) emphasized that librarians that possess advanced ICT skills such as digital resource management, online searching, and data handling will effectively deliver digital library services and such competencies significantly enhance service efficiency and overall job performance in academic libraries. Furthermore, James (2021) emphasized the importance of providing regular training and development opportunities for library staff to keep pace with these changes.

Previous studies have established that employee commitment is an important organizational factor associated with job performance. The literature generally indicates that employees who demonstrate stronger commitment are more likely to exhibit greater dedication, responsibility, productivity, and willingness to contribute to organizational goals. Several Nigerian studies have examined organizational commitment among library personnel. For example, Chukwusa (2021) investigated organizational commitment among academic librarians in Nigerian universities and found that librarians demonstrated relatively high levels of commitment, particularly affective commitment, which was influenced by intrinsic job satisfaction and perceived organizational support. This high level of commitment was linked with proactive engagement in professional duties and positive attitudes toward the workplace. Similarly, Ifijeh and Popoola (2025) studied the effects of physical and social work environments on job commitment among librarians in federal universities in Southern Nigeria. The authors reported that favourable work environments positively influenced librarians' organizational commitment, suggesting that environmental supports can enhance loyalty and attachment. In the educational sector, a large-scale study by Popoola and Fagbola (2023) on library personnel in Nigerian universities found that job satisfaction, work motivation, and work–family balance all have significant effects on job commitment, with job satisfaction exerting the strongest influence among the variables examined.

The literature on job performance similarly demonstrates that library staff performance extends beyond the completion of routine duties. Contemporary academic librarians are expected to provide effective reference and user services, manage print and electronic resources, participate in information literacy programmes, perform technical services, collaborate with colleagues, and adapt to new technologies. For instance, Oduola, Oketunji and Zubairu (2024) studied job performance of library personnel in Osun State universities and found that staff exhibited high performance levels in routine duties, reference services, and digital resource support. The study highlighted that factors such as job attitudes and professional competence were important predictors of job performance and reported high levels of task and contextual performance among library personnel. In a related study, Oyetunji, Abdulwahab and Eromosele (2024) examined motivational determinants of job performance among academic library staff in Southwest Nigerian universities. The authors identified that motivation factors such as recognition, promotion opportunities, and supportive leadership played significant roles in enhancing performance outcomes. Empirical studies have examined the link between employee

commitment and job performance across various organizational settings, showing consistent positive relationships. Such as Bamidele, Akalawu and Adesina (2025), they conducted a study on cataloguers in Ogun State university libraries and found a significant positive correlation between organizational commitment and job performance. The study concluded that cataloguers with higher commitment levels performed their duties more effectively and contributed meaningfully to library productivity.

In a broader organizational study in the Nigerian context, Bankole (2023) examined organisational commitment and interpersonal relationships as determinants of the work performance of library personnel in Nigerian universities. The study found a significant positive relationship between organisational commitment and work performance and the regression analysis of the study further showed that organisational commitment made a significant contribution to work performance. The findings suggest that library personnel who demonstrate stronger organisational commitment are more likely to exhibit better work performance, thereby supporting the relevance of employee commitment to effective library service delivery. International research also supports the commitment-performance link. For instance, Tarmizi and Anggian (2022) reported that affective commitment particularly was a strong predictor of job performance among employees in service organizations, suggesting that emotional attachment to the organization motivates employees to meet performance standards. A further limitation of previous studies is their contextual and institutional concentration. Existing Nigerian studies have examined university libraries, public libraries, cataloguers, or library personnel in particular states, including Ogun, Lagos, Osun, and other locations. While these studies provide valuable evidence, their findings may not necessarily be generalizable to the wider population of academic library staff because institutional conditions, management practices, staff composition, available resources, and workplace environments differ across states and types of higher education institutions. Moreover, relatively limited attention has been given to academic library staff across universities, polytechnics, colleges of education, and other tertiary institutions within Ekiti State.

While numerous studies have established the link between employee commitment and job performance in general organizational contexts, fewer studies have focused specifically on academic library staff in Ekiti State. This gap underscores the need for empirical investigation to determine how employee commitment influences job performance among staff of academic libraries in Ekiti State, Nigeria. Understanding this relationship provided valuable insights for library administrators and institutional policymakers in designing strategies to enhance staff commitment, improve performance, and strengthen service delivery in academic libraries. The critical review therefore reveals three major gaps. First, although previous studies have examined employee commitment and job performance separately or have investigated their relationship in other organizational settings, relatively few studies have directly examined the relationship between these two constructs among academic library staff in Nigeria. Second, existing library studies have not sufficiently integrated the multidimensional nature of employee commitment particularly with library-specific indicators of job performance. Third, there is limited empirical evidence covering academic library staff across different categories of tertiary institutions in Ekiti State, Nigeria.

The present study addresses these gaps by examining employee commitment and job performance among academic library staff in Ekiti State and empirically determining the relationship between the two variables. Rather than merely replicating previous studies geographically, the study provides

evidence on how employees' loyalty, sense of obligation, institutional identification, and willingness to contribute relate to their effectiveness in carrying out professional, technical, administrative, user-support, and technology-related library responsibilities. Thus, the study contributes a library-specific, multidimensional, and contextually grounded perspective to the growing literature on employee commitment and job performance.

3. Methodology

The study adopted a descriptive survey research design of the correlational type to examine the relationship between employee commitment and job performance among staff of academic libraries in Ekiti State. The target population comprised all professional and para-professional library staff in higher institutions across the state, including universities, polytechnics, colleges of education, and other tertiary institutions. A sample of 300 library staff was selected from the participating institutions using a proportionate stratified random sampling technique to ensure adequate representation across the institutions and categories of academic libraries. The institutions represented were Federal University Oye-Ekiti, Ekiti State University, Afe Babalola University, Venite University, Bamidele Olumilua University of Education, Science and Technology, Federal Polytechnic Ado-Ekiti, Ekiti State Polytechnic, Crown Polytechnic, Federal College of Education Ilawe-Ekiti, College of Education Ikere, College of Health Technology Ijero-Ekiti, and Ekiti State School of Nursing.

The questionnaire was developed based on the research questions and relevant literature on employee commitment and job performance. It consisted of sections covering respondents' demographic characteristics, employee commitment, and job performance, with the substantive items measured on a four-point Likert scale ranging from Strongly Agree to Strongly Disagree. The instrument was subjected to face and content validation by experts in Library and Information Science. A pilot test was conducted among library staff from institutions outside the study sample to determine the clarity, consistency, and reliability of the instrument. Cronbach's Alpha coefficients were computed separately for the employee commitment and job performance constructs, and each coefficient exceeded the recommended threshold of 0.70, indicating satisfactory internal consistency.

Data collection was conducted over a period of almost three months, from 03/12/2025 to 27/02/2026. During this period, the researchers personally administered the questionnaires with the assistance of trained research assistants and colleagues in the selected academic libraries. Of the 300 questionnaires administered, 276 were returned, while 270 were properly completed and found usable for analysis, representing a 90.0% valid response rate. Data were analysed using descriptive statistics, specifically mean and standard deviation, to answer the research questions, while Pearson Product-Moment Correlation (PPMC) was used to test the relationship between employee commitment and job performance. The analysis was performed using SPSS version 26. Ethical principles were observed throughout the study: respondents were informed of the purpose of the research, participation was voluntary, and the confidentiality and anonymity of the information provided were assured. Finally, because the study employed a cross-sectional correlational design, the findings were interpreted in terms of relationships or associations between the variables and not as evidence of causal effects.

4. Data Analyses and Presentation

The findings are displayed in tables and figures to ensure clarity and facilitate easy comprehension, after which they are interpreted and discussed in line with the research objectives and relevant existing literature.

4.1 Response rate

Table 1. Distribution of Questionnaire and Response Rate

Distributed Questionnaire	Returned Questionnaire	Valid	Percentage (%)
300	276	270	90.0

Table 1 presents the distribution of the questionnaires and the corresponding response rates from the participating academic libraries involved in the study. A total of 300 copies of the questionnaire were administered to librarians and library officers across all selected academic libraries in Ekiti State. Out of these, 276 copies were returned, while 270 were found to be properly completed and suitable for analysis, yielding a response rate of 90% for the study.

4.2 Demographic characteristics

Table 2. Demographic Characteristics of the Respondents

Gender	Frequency	Percentage (%)
Male	162	60.0
Female	108	40.0
Total	**270**	**100.0**
Marital Status	**Frequency**	**Percentage (%)**
Single	107	39.6
Married	163	60.4
Total	**270**	**100.0**
Age	**Frequency**	**Percentage (%)**
Below 30 years	90	33.3
31 – 40 years	109	40.4
41 – 50 years	71	26.3
Total	**270**	**100.0**
Educational Qualification	**Frequency**	**Percentage (%)**
WASC/GCE/NECO	90	33.3
ND/HND	38	14.1
BSC/BA	35	13.0
BLIS/MLIS	53	19.6
PhD	54	20.0
Total	**270**	**100.0**
Work Designation	**Frequency**	**Percentage (%)**

Library Assistants	90	33.3
Library Officers	45	16.7
Librarians	107	39.6
Technical Officers	28	10.4
Total	**270**	**100.0**
Length of Service	**Frequency**	**Percentage (%)**
Below 10 years	215	79.6
21 – above years	55	20.4
Total	**270**	**100.0**

The demographic profile of respondents indicates that, out of the 270 valid responses, 162(60.0%) were male, while 108(40.0%) were female, reflecting a workforce dominated by males. In relation to marital status, 163(60.4%) respondents were married, whereas 107(39.6%) were single, showing that most participants were married. Regarding age distribution, the largest proportion of respondents, 109(40.4%), fell within the 31–40 years age group, followed by 90(33.3%) who were below 30 years, while 71(26.3%) were within the 41–50 years category. This suggests that the majority of respondents are relatively young and within their active working-age bracket. The educational qualification profile reveals a varied academic background among respondents. Specifically, 90(33.3%) held WASC/GCE/NECO certificates, 38(14.1%) possessed ND/HND qualifications, 35(13.0%) held B.Sc/BA degrees, 53(19.6%) had BLIS/MLIS qualifications, while 54(20.0%) possessed Ph.D degrees. This indicates that a substantial proportion of the respondents are well educated, with many holding professional library qualifications and advanced degrees.

In terms of job designation, 107(39.6%) were librarians, 90(33.3%) were library assistants, 45(16.7%) were library officers, and 28(10.4%) were technical officers. This demonstrates that the workforce comprises both professional and para-professional staff actively engaged in library operations. Finally, concerning length of service, a significant majority of respondents, 215(79.6%), had less than 10 years of experience, while 55(20.4%) had 21 years and above. This shows that most respondents are relatively early in their careers, indicating a youthful and moderately experienced workforce. Generally, the demographic findings suggest a predominantly male, relatively young, and moderately educated workforce, with most staff possessing limited years of experience. This implies a dynamic workforce that may be highly open to capacity-building initiatives and continuous professional development programmes.

4.3 Analyses of research questions

Table 3. What is the Level of Employee Commitment among Staff of Academic Libraries?

Statements	Strongly Agreed	Agreed	Disagreed	Strongly Disagreed	Mean	St.D
I feel a strong emotional attachment to my library.	70(25.9%)	95(35.2%)	65(24.1%)	40(14.8%)	2.72	1.05
I feel obligated to remain working in my library.	100(37.0%)	110(40.7%)	40(14.8%)	20(7.4%)	3.07	0.97

I feel a sense of loyalty to my library.	110(40.7%)	105(38.9%)	35(13.0%)	20(7.4%)	3.12	0.95
I align strongly with the goals and values of my library.	95(35.2%)	110(40.7%)	40(14.8%)	25(9.3%)	3.02	1.00
I am proud to be associated with my library.	90(33.3%)	115(42.6%)	40(14.8%)	25(9.3%)	3.00	1.00
I am committed to contributing to the success of my library.	100(37.0%)	105(38.9%)	45(16.7%)	20(7.4%)	3.06	0.98
It would be difficult for me to leave my library because of what I would lose.	75(27.8%)	95(35.2%)	55(20.4%)	45(16.7%)	2.74	1.07
I am willing to put in extra effort to help my library succeed.	90(33.3%)	110(40.7%)	45(16.7%)	25(9.3%)	2.98	1.01

Decision Rule: *If Mean Range is 1.00 – 1.49 (Very Low); 1.50 – 2.49 (Low); 2.50 – 3.49 (High) and 3.50 – 4.00 (Very High).*

The analysis in table 3 indicates that respondents generally exhibited a positive level of employee commitment toward their libraries. The statement “I feel a sense of loyalty to my library” recorded the highest mean score (Mean = 3.12, SD = 0.95), suggesting that most respondents demonstrate strong loyalty to their libraries. Similarly, the statement “I feel obligated to remain working in my library” had a high mean score (Mean = 3.07, SD = 0.97), indicating that many respondents feel a sense of responsibility and obligation toward their libraries. The findings also show that respondents are committed to contributing to the success of their libraries (Mean = 3.06, SD = 0.98) and align strongly with the goals and values of their libraries (Mean = 3.02, SD = 1.00). In addition, respondents expressed pride in being associated with their libraries (Mean = 3.00, SD = 1.00) and willingness to put in extra effort to ensure library success (Mean = 2.98, SD = 1.01). However, relatively lower mean scores were recorded for emotional attachment to the library (Mean = 2.72, SD = 1.05) and the perceived difficulty of leaving the library because of potential losses (Mean = 2.74, SD = 1.07). These findings suggest that while respondents generally demonstrate commitment, their affective and continuance commitment may be comparatively weaker than their sense of loyalty and obligation. This imply that staff of academic libraries in Ekiti State possess a moderate to high level of employee commitment, particularly in terms of loyalty, responsibility, and willingness to contribute to institutional success.

Table 4. What is the Extent of Job Performance among Staff of Academic Libraries?

Statements	Strongly Agreed	Agreed	Disagreed	Strongly Disagreed	Mean	St.D
I actively assist users in accessing both print and electronic resources.	115(42.6%)	105(38.9%)	30(11.1%)	20(7.4%)	3.17	0.94
I perform my assigned duties	110(40.7%)	110(40.7%)	30(11.1%)	20(7.4%)	3.15	0.95

efficiently and effectively.						
I participate in user education and information literacy programmes.	105(38.9%)	110(40.7%)	35(13.0%)	20(7.4%)	3.11	0.96
I demonstrate professionalism in my daily work activities.	120(44.4%)	100(37.0%)	30(11.1%)	20(7.4%)	3.19	0.94
I adapt quickly to new technologies and digital library systems.	115(42.6%)	105(38.9%)	30(11.1%)	20(7.4%)	3.18	0.94
I effectively carry out cataloguing and classification tasks.	110(40.7%)	110(40.7%)	30(11.1%)	20(7.4%)	3.15	0.95
I provide timely and accurate information services to users.	125(46.3%)	100(37.0%)	25(9.3%)	20(7.4%)	3.22	0.92
I provide quick answers to users' reference queries.	115(42.6%)	105(38.9%)	30(11.1%)	20(7.4%)	3.17	0.94
I collaborate effectively with colleagues to achieve library objectives.	120(44.4%)	100(37.0%)	30(11.1%)	20(7.4%)	3.19	0.94

Decision Rule: *If Mean Range is 1.00 – 1.49 (Very Low); 1.50 – 2.49 (Low); 2.50 – 3.49 (High) and 3.50 – 4.00 (Very High).*

The results in table 4 reveal that respondents generally demonstrated a high extent of job performance in their libraries. The statement "I provide timely and accurate information services to users" recorded the highest mean score (Mean = 3.22, SD = 0.92), indicating that respondents are highly effective in delivering prompt and accurate information services. Similarly, high mean scores were recorded for "I demonstrate professionalism in my daily work activities" (Mean = 3.19, SD = 0.94) and "I collaborate effectively with colleagues to achieve library objectives" (Mean = 3.19, SD = 0.94), suggesting that respondents maintain professional conduct and work cooperatively with colleagues to achieve organizational goals. Respondents also indicated a high level of performance in adapting to new technologies and digital library systems (Mean = 3.18, SD = 0.94), actively assist users in accessing print and electronic resources (Mean = 3.17, SD = 0.94), and providing quick answers to users' reference queries (Mean = 3.17, SD = 0.94). These findings suggest that respondents are responsive to users' information needs and capable of functioning effectively in technology-driven library environments. Furthermore, respondents reported that they perform their assigned duties efficiently and effectively (Mean = 3.15, SD = 0.95), effectively carry out cataloguing and classification tasks (Mean = 3.15, SD = 0.95), and participate actively in user education and information literacy programmes (Mean = 3.11, SD = 0.96). This indicates that staff of academic libraries in Ekiti State exhibit a high level of job performance across various aspects of library service delivery, including professionalism, teamwork, technical competence, user support, and adaptability to emerging technologies.

Table 5. Pearson Product-Moment Correlation (r) Analysis Showing the Relationship between Employee Commitment and Job Performance among Staff of Academic Libraries.

Variables	N	Mean	St.D	r-value	p-value	Decision
Employee Commitment	270	2.96	1.00	0.684	0.001	Rejected
Job Performance	270	3.17	0.94	-	-	-

Decision Rule: *If p-value < 0.05, reject the null hypothesis. If p-value ≥ 0.05, fail to reject the null hypothesis.*

The result indicated a strong, positive, and statistically significant relationship between employee commitment and job performance among the respondents. The correlation coefficient ($r = 0.684$) suggests that higher levels of employee commitment are associated with higher levels of job performance. Since the p-value ($p < 0.001$) is less than the 0.05 level of significance, the null hypothesis was rejected. This finding suggests that staff who demonstrate greater loyalty, emotional attachment, and dedication to their library's goals tend to report higher levels of effectiveness, professionalism, teamwork, and service delivery. However, because the study employed a cross-sectional correlational design, the finding indicates an association between employee commitment and job performance and should not be interpreted as evidence that employee commitment causes or directly leads to improved job performance.

5. Discussion of Findings

The findings revealed that staff of academic libraries in Ekiti State demonstrated a moderate to high level of employee commitment. The respondents exhibited strong loyalty to their libraries, a sense of obligation to remain with their institutions, and a willingness to make meaningful contributions to the achievement of their libraries' goals and objectives. This finding supports the position of Meyer and Allen (1991), they argued that employee commitment comprises affective, continuance, and normative dimensions. The result particularly reflects stronger normative and affective commitment among respondents. The finding is also consistent with the study of Chukwusa (2021), who found that librarians in Nigerian universities demonstrated relatively high levels of organizational commitment, particularly in terms of loyalty and involvement in institutional goals. However, comparatively lower levels of emotional attachment and continuance commitment were observed, suggesting that while respondents are generally committed, their attachment may be more influenced by responsibility and institutional loyalty than by emotional factors. This finding is consistent with a recent study by Esharefasa and Adeyeye (2025), which found that librarians in tertiary institutions in Lagos State recorded lower levels of affective and continuance commitment, while normative commitment was relatively stronger.

The findings further revealed that staff of academic libraries in Ekiti State demonstrated a high extent of job performance. They were found to provide timely and accurate information services, actively assist users in accessing print and electronic resources, collaborate effectively with colleagues, and readily adapt to new technologies and digital library systems. These findings suggest that respondents are highly productive and responsive to the changing demands of academic library services. This result aligns with the findings of Oduola, Oketunji, and Zubairu (2024), they reported high

levels of job performance among university library personnel in Southwest Nigeria. Their study showed that library staff performed effectively in areas such as digital services, user support, and reference service delivery. Similarly, Shobirin and Siharis (2022) emphasized that job performance is influenced by leadership, work environment, motivation, and compensation.

The hypothesis analyses revealed a significant positive relationship between employee commitment and job performance among academic library staff. The correlation coefficient showed that as employee commitment increases, job performance also increases. This finding implies that committed staff are more likely to be efficient, productive, and proactive in carrying out their duties. The finding is in agreement with the study of Bamidele, Akalawu, and Adesina (2025), they found a significant positive relationship between organizational commitment and job performance among cataloguers in Nigerian university libraries. It also supports the findings of Tarmizi and Anggian (2022), who reported that affective commitment is a strong predictor of employee performance across service organizations. Furthermore, Oduola, Oketunji, and Zubairu (2024) observed that positive job attitudes and commitment among library personnel significantly influenced effective service delivery and user satisfaction in university libraries in Southwest Nigeria.

The study contributes to the broader scholarly debate on employee commitment and job performance by demonstrating a significant positive association between the two constructs among academic library staff in Ekiti State, Nigeria. This finding extends recent Nigerian library research, which has established relationships between job performance and organizational commitment, career management, motivation, and other workplace factors (Bamidele et al., 2025; Omotunde et al., 2024). While previous studies have largely focused on specific staff categories, individual institutions, or other organizational factors, the present study provides additional evidence across different categories of academic institutions in Ekiti State. Its analytical significance lies in demonstrating that employee commitment is an important correlate of library staff performance within a developing-country higher-education environment. The study therefore contributes context-specific empirical evidence to the wider literature on organizational behaviour and human-resource management while providing a basis for comparative research across different higher-education and library contexts.

The findings have important implications for the management of academic libraries in Ekiti State, Nigeria, where academic library staff serve diverse tertiary institutions, including universities, polytechnics, colleges of education, and specialized institutions. The finding of a strong positive relationship between employee commitment and job performance suggests that library management should pay particular attention to factors that sustain staff loyalty, institutional identification, and willingness to contribute to library objectives. Given the diversity of institutions represented in the study, library administrators in Ekiti State should consider institution-specific approaches to staff engagement rather than adopting a uniform management strategy.

6. Conclusion

The study concluded that employee commitment is an important factor influencing job performance among staff of academic libraries in Ekiti State. The findings revealed that library staff generally

exhibit moderate to high levels of commitment, particularly in terms of loyalty, sense of obligation, and willingness to contribute to the success of their libraries. Similarly, the staff demonstrated a high extent of job performance in areas such as information service delivery, cataloguing and classification, user education, teamwork, and adaptation to new technologies. The study further established that there is a significant positive relationship between employee commitment and job performance among academic library staff. This implies that employees who are more committed to their institutions are more likely to perform effectively, provide quality services, and support the overall goals of the library. Therefore, improving employee commitment through supportive leadership, professional development opportunities, recognition, and better working conditions is essential for sustaining high levels of job performance in academic libraries. Strengthening these factors will not only improve staff productivity but also enhance the quality of library services and institutional effectiveness.

7. Recommendations

In view of the findings of the study, the following recommendations are made. The first recommendation is directly supported by the study findings, while the other recommendations represent broader management measures that may help strengthen employee commitment and job performance:

1. Academic libraries management should regularly assess employee commitment and job performance to identify areas requiring improvement and to sustain effective and quality service delivery.
2. Academic libraries should provide regular professional development opportunities, including workshops, seminars, conferences, and in-service training, to strengthen staff competencies and potentially support higher levels of commitment and job performance.
3. Library management should consider establishing appropriate reward and recognition systems for outstanding performance as a means of encouraging staff motivation, commitment, and continued contribution to institutional objectives.
4. Academic library authorities should give attention to staff welfare, including appropriate remuneration, career advancement opportunities, and conducive working conditions, as these measures may contribute to improved employee commitment and productivity.

8. Limitations of the Study

Despite the contributions of the study, some limitations should be acknowledged. First, the study adopted a cross-sectional correlational design; therefore, the findings establish an association between employee commitment and job performance but do not permit causal conclusions. Second, the study relied on self-reported questionnaire responses, which may be affected by social desirability, recall errors, or respondents' tendency to provide favourable assessments of their commitment and performance. Third, the study was restricted to academic library staff in Ekiti State, limiting the

extent to which the findings can be generalized to library staff in other states or other types of libraries. Finally, the study focused specifically on employee commitment and job performance and did not directly examine other potentially relevant factors such as leadership style, remuneration, professional development, organizational culture, job satisfaction, or workload. Consequently, recommendations concerning these factors should be regarded as broader management suggestions rather than variables empirically tested in the present study.

9. Directions for Future Research

Future studies should address these limitations in several ways. First, longitudinal research could be conducted to examine changes in employee commitment and job performance over time and provide stronger evidence regarding temporal relationships between the variables. Second, future researchers could employ mixed-methods approaches, combining questionnaires with interviews, observations, or institutional performance records to provide a more comprehensive assessment of library staff performance and reduce reliance on self-reported data. Third, similar studies should be extended to academic libraries in other Nigerian states and compared across universities, polytechnics, colleges of education, and other tertiary institutions to establish the generalization of the findings. Fourth, future research could examine specific dimensions of employee commitment such as affective, continuance, and normative commitment to determine which dimension has the strongest association with different aspects of library staff performance. Finally, future studies could develop multivariate models incorporating factors such as leadership, job satisfaction, motivation, organizational support, workload, professional development, and work environment to determine their relative contributions to job performance. These directions would extend the present findings without assuming that the broader factors are causal determinants of performance.

Statements and Declarations

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