# Organizational Commitment and Job Performance of Cataloguers in Libraries in Ogun State, Nigeria

**Bamidele, Itunu Adeola**
Readers' Services Librarian
Laz Otti Memorial Library, Babcock University
bamidelei@babcock.edu.ng

**Akalawu, Goodness Tochi**
Technical Services Librarian
Laz Otti Memorial Library, Babcock University
akalawug@babcock.edu.ng

**Adesina, Odunola Ibiyemi**
Technical Services Librarian
Laz Otti Memorial Library, Babcock University
adesinao@babcock.edu.ng

## Abstract

_The study investigated the Organizational commitment and job performance of cataloguers in Libraries in Ogun State, Nigeria. The descriptive survey design was adopted for the study. The study employed total enumeration technique to capture 210 libraries in Ogun State Nigeria with minimum qualification of first degree in Library and Information Science (LIS). A questionnaire tagged Organizational commitment and Cataloguers' job performance in libraries in Ogun state, Nigeria was used as instrument for data collection Data were analysed using percentages, mean, standard deviation and Pearson product moment correlation. The findings of this study revealed that level of cataloguers' job performance (mean=2.92) and organizational commitment (mean=2.66) were on an average level. The study found significant correlation between organizational commitment and job performance of cataloguers. Based on the findings the study concluded that committed cataloguers in libraries in Ogun State, Nigeria can facilitate easy execution of library activities thereby fostering the attainment of library goals. Therefore, library management should motivate the library staff by ensuring that they are well remunerate to improve on the commitment of the cataloguers._

**Keywords**: Cataloguers, Organizational Commitment, Job Performance, Librarian and Ogun State, Libraries

## Introduction

The primary goal of every organization is to accomplish specific objectives or goals by effectively combining people and material resources. In this era, organizations desire effective and efficient performance from their staff. Felicia and Alonge (2023); Nwokike (2018) defined job performance as work activities carried out by an employee which is geared towards achieving the goals and objectives of an organization. According to Alexis, Udoh, and Chigozie, (2023) job performance is how workers carry out their daily duties or the addition of all activities they are allocated. Therefore, job performance is of interest to the libraries because it gears towards achieving set goals of the library and when cataloguers fulfilling their responsibilities, they must be productive. The job performance of cataloguers on the job is always analyzed in easy terms, the time a cataloguer requires for cataloguing information resources and cataloguing speed. However, this job performance must be interrelated with the cataloguing accuracy. Job performance according to Amusa, Iyoro and Olabisi (2013), is the output of an employee on a particular job, which can be measured in terms of quality and quantity of job done. These are quality, quantity, timeliness, and cost effectiveness. Madukoma (2012) and Oketunji (2014) highlighted creative and innovative ability, dependability and timeliness, leadership quality, relationship with co-workers, effectiveness, and efficiency, and team building as the indicators of job performance.

Job performance cannot be achieved in library without the cataloguer being committed to their organizations or libraries. One of the objectives of the library is information resources provision to fulfill users needs; and to achieve this, some form of commitment is required from the cataloguer. Miller (2003), suggested that organizational commitment is a situation in which worker identifies with a particular organization and its goals, and desires to continue a relationship with the organization. Onuoha and Ojo (2014), stated that organizational commitment can be seen as the driving force that holds organizational job performance in which committed workers are proud to have a sense of membership. They believe in the goals and values of the organization which make them display higher levels of performance and productivity. Therefore, cataloguers' organizational commitment is what drives them to be industrially productive and to fulfill the library's goals and objectives. Arnold (2005), said that organizational commitment is "the relative strength of an individual's identification with, and involvement in an organization". In other words, organizational commitment is the degree to which an employee is willing to identify and be involved in an organization. Biljana (2004) opined that the commitment of employees is an important issue because it may be used to determine employees job performance, seriousness and other behaviors. Also, those employees who are committed to their organization will not only remain with their

institution, but will exert additional strength on the side of the organization and its success more than the uncommitted employees. Likewise, the organizational commitment of cataloguers in libraries is reflected in the daily job performance of the library, in terms of number of information resources catalogued as well as quality of references given. Committed cataloguers also will not only remain with the institution and the library, but will defend its course, and promote its activities.

Researches have shown that, organizational commitment among librarians in Nigerian universities is reportedly low, with signs of indolence, non- challant attitude, absenteeism, tardiness (Akinyemi & Ifijeh, 2013; Fika, Ibi, & Abdulrahman, 2016). Allen (1997), recognized three measures/components of organizational commitment as: Affective commitment which involves employees' emotional attachment to, identification with, and involvement in the organization; Continuance Commitment which means commitment based on the costs that the employee associates with leaving the organization, and normative commitment which refers to employee's feelings of obligation to stay with the organization. Thus, this measure could also be applicable in the library as an organization as librarians are carrying out their responsibilities and anticipating to be committed to the goals and objectives of the library. The libraries can possibly collapse due to lack of commitment on the part of cataloguers.

Cataloguers are librarians who are in-charge of organization of information resources at the technical services section of the library. Bello and Monsor (2012) defined cataloguers as people who are important in the library and are made of small part of the library professionals. Cataloguers are librarians who prepare bibliographic records to represent the information bearing resources acquired by the library. Job performance of cataloguers in library can be of great contribution in achieving goals and objectives of library. Library is a place where information of different format (print and non-print) are systematical organized, stored, preserved and disseminated to meet needs of faculty members, students, and communities (Fajonyomi, 2021).

This research will anchor on the following job performance indicator: quantity, quality and timeliness. Cataloguers perform basic role within the library community by providing useful information services to their users. Information services to the users should be of quality (accuracy, usefulness and effectiveness), quantity (numbers of information resources catalogued and classified within a specific period) and timeliness (ability to keep to time allocated to work) of information resources catalogued and classified for easy accessibility.

**Statement of the Problem**

The Job performance of cataloguers is essential in meeting the information needs of library users because, without cataloguers in the institutions timely retrieval of information resource to satisfy users' information need may not be possible and the set goals of libraries will not be accomplished. Literature and observation in some libraries shows that the level of the job performance of cataloguers in Nigeria libraries is on the decline. The perceived decline on job performance of cataloguers could be as a result of lack of organizational commitment. Though, organizational commitment among librarians in Nigerian is reportedly low (Akinyemi & Ifijeh, 2012; Fika, Ibi, & Abdulrahman, 2016). . It has been reviewed that there is not enough literature on the extent to which the Organizational commitment contributes to the job performance of cataloguers in Libraries in Ogun State, Nigeria.Thus, this study investigated the relationship between organizational commitment and job performance of cataloguers in libraries in Ogun State Nigeria

**Objectives of the study**
1. Find out the level of cataloguers' job performance in libraries in Ogun State, Nigeria.
2. Examine the level of organizational commitment of cataloguers in libraries in Ogun State, Nigeria.
3. Investigate the relationship between organizational commitment and cataloguers' job performance in libraries in Ogun State, Nigeria.

**Hypothesis**

$H_o$: There is no significant relationship between organizational commitment and job performance of cataloguers in libraries in Ogun State, Nigeria.

**Literature Review**

**Job Performance of Cataloguers**

Job performance is the discharge of statutory obligations or functions bases on employees' areas of specialization which are aimed towards the achievement of the organizational goals and objectives (Fajonyomi, 2021). Al Mehrzi and Singh (2016), defined Performance as the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon. According to Basahuwa, Unegbu, and Babalola (2020), job performance is the duty or the function performed in bringing together quality traits, including competences, individual commitment, abilities, and motivation. Job

performance assists member of staffs to understand the expected extent, their major responsibilities, needed knowledge and skills, and duties of the job and supports equitable evaluation of all employees doing the same job task which aids communication between the manager and employees regarding job-related tricks (Ikonne & Fajonyomi, 2019).   Due to the significance of good workplace productivity, Rahma (2022) emphasized that the organization is interested in job performance.

According to Otobo & Kabir (2021), job performance is the benchmark for determining the rate at which an output is produced as a result of the distribution of inputs. Onuoha (2012) believed that cataloguers job performance can be described as work output that are linked directly to quantity and quality of job done and work relevant behaviors that are useful in accomplishing library objective and goals.  Na'angap (2012) listed indicators for measuring cataloguers' job performance as quantity, quality, timeliness and creativity. Olayemi (2018) studied on leadership style and motivation as determinants of library personnel's job performance in public university libraries in North – central Nigeria. Study adopted survey research design with population of the study being 420 library personnel in public universities in North Central states in Nigeria. They study reviewed that the job performance of library personnel in the universities were very good. Omotunde (2016), examined talent management, self-efficacy and job performance of Librarians in University libraries in South-West, Nigeria, finding showed moderate level of Job performance by librarians in university libraries in South-West, Nigeria. Ibeh, & Ezeabasili (2024) examined electronic records management skills required by librarians for effective job performance in federal universities in South East Nigeria and found that librarians have enhanced their job performance by effectively managing electronic records through cataloging practices. These librarians organize library resources by attributing titles, authors, and subjects, as well as assigning suitable subject headings and improving cataloging systems. Otagburuagu and  Ekere (2013), studied on  working environment as a motivator for librarians' job performance in public libraries in south-east geographical zone of Nigeria. Their investigation was that librarians' motivation and job performance was low in the public libraries of the South East geographical zone of Nigeria. In contrast, Omotund, Adetayo,  & Ajie,  (2024) conducted a research on career management practices and job performance among university library personnel in southwest Nigeria The study revealed that the level of job performance was rated as high, with very high scores for administrative duties and working with co-workers.

**Organizational Commitment of Cataloguers**

Organizational commitment of an employee is regarded as an essential issue in determining the continuing survival of any organization (Adegbaye, Agboola & Buraimo, 2021). Ongori, (2007) expressed that organizational commitment is an affective reaction of an employee to the organization and his/her extent of attachment or loyalty towards the organization. Organizational commitment is conceptualized as employees' positive or negative feelings concerning an organization (Alavi, Mojthedzadeh, Amin & Savoji, 2013). This replicates an individual's behavior towards the goals and objectives of the organization as well as the individual desire to stay with the organization. Dent (1984) cited in Ekienabor (2019), is of the belief that employees with higher intentions are committed to their organization, to remain in the organization and they work hard in performing tasks that will increase their positive attitude towards the organization and will ultimately increases their continued performance of the organization.

Organizational commitment focuses on how individuals relate with the organizations they work with and then their attitude is based on that relationship (Alhaji & Yusoff, 2012). Robins (2008), stated that organizational commitment is an index of employees' loyalty towards their organization as the employee considers the organization as his representative which made him to be part of such an organization. Thus, organizational commitment is a process that proves involvement of cataloguers in library decisions, attention to the institution, and to the achievement of the library's goals. Hartmann and Bambacas, (2000); Tan and Akhtar(1998), opined that organizational commitment has three conceptualized means: "affective commitment, normative commitment, and continuance commitment. Affective commitment, according to them, is a feeling of connection and belonging to an organization. Normative commitment refers to their sense of duty to keep their jobs". Continuance commitment is the recognition of the costs of leaving the company or the absence of alternatives. Also, Meyer and Allen (1997) proposed three component model of organizational commitment. The three dimensions are as follows: "Affective commitment: it involves the employees' emotional attachment to, identification with, and involvement in the organization. Continuance Commitment:- it involves commitment based on the costs that the employee associate with leaving the organization Normative commitment: - it involves the employee's feelings of obligation to stay with the organization".

Udofia and Ibegwam (2019), investigated "stages of organizational commitment among Librarians in University Libraries in South-South, Nigeria". The study adopted descriptive survey design. The sample size consisted of the whole professional librarians in the twelve federal and state-owned university libraries located in the six states that make up the South-

South Geo-political Zone of Nigeria which is 271 librarians. Results confirmed that librarians in general exhibit extremely high affective commitment, high normative commitment and little continuance commitment towards their libraries. He explained that, "their high levels of affective commitment entail that they truly recognized the goals and objectives of their library and simply adopted them as their own". Adegbaya (2020), investigated on Job characteristic, organizational support and librarians' commitment to service in public universities in South-South Nigeria. In her investigation, it was discovered that Librarians in public universities in South-South Nigeria exhibit moderate level of commitment to their libraries. The results of these studies shows that cataloguers are committed to their libraries and the higher the level of service orientation, the higher the level of the librarians' organizational commitment.

**Organizational commitment and Job performance of Cataloguers**

Cataloguers in libraries are anticipated to be committed to the standards and objectives of the library for high job performance. Organizational commitment can be a driving force behind a cataloguer's job performance because committed cataloguers are happy to have a sense of belonging, believe in the library's goals and values, and, as a result, exhibit improved levels of performance and productivity(Samuel, Onuoha & Ojo, 2014). Employees' organizational commitment helps the manager in programming, improving job performance and in decreasing the occurrence of absences and hindrances (Somayyeh , Mohsen & Zahed 2013). Thus, committed cataloguers in libraries improve job performance of the libraries, that is, cataloguers will produce timely, quantity and quality information resources while the level of absenteeism will be reduced. Harry, Joe-Akunne and Oguegbe, (2013), believe that the future of an organization is dependent on the level of employees' commitment. Employee's commitment to the organization is related to establishment of bonding. This bonding allows the employee to optimize input into the organization, which increases the organization job performance. Hence, cataloguers' organizational commitment and their job performance to the library can be improved through social activities and also, cataloguers should be seen as those on whom the future of the library is dependent on. This should be so because, without cataloguers in the institutions timely retrieval of information resource to satisfy users' information need may not be possible. Hence, the set goals of libraries will not be accomplished.  Udofia (2017), carried out a study on job satisfaction as a correlate of organizational commitment of librarians in universities in south-south, Nigeria. He established that lengthy tenure in the organization which has it base on a continuance commitment without genuine identification and involvement in the organization by librarians seems harmful to library performance and improved service delivery. Based on the study's

findings of Bankole (2023), there is a significant relationship between organizational commitment, job performance, and interpersonal relationships among library staff in Nigeria universities.

**Methodology**

The study adopted a survey research design which enabled the researcher to collect data from respondents to investigate the relationship between organizational commitment and job performance of cataloguers in libraries in Ogun State, Nigeria. The population used for the study was 210 librarians in Ogun State, Nigeria. Total enumeration technique was used. The total population of all the librarians in the libraries in Ogun State, Nigeria were used because the population is not very large and believed that using all the respondents provides various responses. The instrument used for this study was a self-structured questionnaire designed by the researcher and was tested for validation and reliability with a Cronbach alpha of 0.70 and 0.85 for both Cataloguers' job performance and organizational commitment respectively. A total of 210 copies of the questionnaire were administered and 190 copies were successfully retrieved and were used for the analysis. The data collected was analyzed using descriptive statistics such as frequency distribution, percentage, mean and standard deviation. Pearson Product Moment Correlation was used to analyze the hypothesis. The hypothesis was tested at a 0.05 level of significance. The data were entered into Statistical Packages for Social Sciences (SPSS) version 21. The analysis is presented in tables and explained.

**Table 1: Level of Cataloguers' Job Performance in Libraries in Ogun State**

| Cataloguers' job performance | Strongly Agree | Agree | Disagree | Strongly Disagree | Mean | SD |
|---|---|---|---|---|---|---|
| **Quality of the information resources catalogued and classified** | | | | | | |
| I am consistent in assigning access point such as title and author to information resources | 114(59.4) | 69(35.9) | 3(1.6) | 6(3.1) | 3.52 | 0.69 |
| Cataloguing rules and standards are consistently applied to ensure quality | 86(44.8) | 88(45.8) | 12(6.3) | 6(3.1) | 3.32 | 0.73 |
| I can identify cataloguing entries | 75(39.1) | 98(51) | 5(2.6) | 14(7.3) | 3.22 | 0.82 |

| | | | | | |
|---|---|---|---|---|---|
| under the most specific subject heading that accurately represent information resource | | | | | |
| I can easily input bibliographic records correctly | 87(45.3) | 77(40.1) | 10(5.2) | 18(9.4) | 3.21 | 0.92 |
| I am not always faced with misspellings and error in punctuation when cataloguing | 42(21.9) | 88(45.8) | 43(22.4) | 19(9.9) | 2.80 | 0.90 |
| **Overall mean** | | | | | **3.52** | **0.8**1 |
| **Quantity of the information resources catalogued and classified** | | | | | | |
| The technicality of the information resources on ground determines the number of information resources I can catalogue per day. | 80(41.7) | 88(45.8) | 12(6.3) | 12(6.3) | 3.23 | 0.83 |
| My library is satisfied with the number of information resources I catalogue per day and week. | 67(34.9) | 97(50.5) | 12(6.3) | 16(8.3) | 3.12 | 0.86 |
| I meet the expected desired target of information resources per day | 65(33.9) | 92(47.9) | 27(14.1) | 8(4.2) | 3.11 | 0.80 |
| I hardly catalogue up to 10 information resources per day with original cataloguing. | 33(17.2) | 70(36.5) | 69(35.9) | 20(10.4) | 2.60 | 0.90 |
| It takes me a time longer than necessary in assigning access point to information resources | 14(7.3) | 48(25) | 76(39.6) | 54(28.1) | 2.11 | 0.90 |
| **Overall mean** | | | | | **2.83** | **0.86** |
| **Timeliness of the information resources catalogued and classified** | | | | | | |
| I take my time not minding how long it takes me for correctness in cataloguing. | 81(42.2) | 83(43.2) | 20(10.4) | 8(4.2) | 3.23 | 0.80 |

| | | | | | | |
|---|---|---|---|---|---|---|
| I spend much time on cataloguing information resources that are technical in nature | 73(38) | 94(49) | 19(9.9) | 6(3.1) | 3.22 | 0.75 |
| I use time for cataloguing new information resources to re-catalogue or edit wrongly catalogued information resources. | 26(13.5) | 76(39.6) | 78(40.6) | 12(6.3) | 2.60 | 0.80 |
| I am not time conscious when inputting bibliographic record to eliminate backlogs of information resources in cataloguing section | 20(10.4) | 39(20.3) | 102(53.1) | 31(16.1) | 2.25 | 0.85 |
| We hardly meet up with expected dateline while cataloguing. | 21(10.9) | 44(22.9) | 84(43.8) | 43(22.4) | 2.22 | 0.92 |
| **Overall mean** | | | | | **2.70** | **0.82** |
| **Grand Mean** | | | | | **2.92** | **0.83** |

**Decision rule: if mean ≤ 2.49 = low, 2.5-2.99= average, 3.00-3.49 = high, 3.5-4.0= very high**

Table 1 shows the level of the job performance of cataloguers in libraries Ogun state Nigeria. It is revealed from the table that the job performance of the cataloguers was Moderate with an average grand (mean of 2.92) on a 4 point Likert scale. Looking on the constraints measuring cataloguers' job performance which are Quality of the information resources, Quantity of the information resources and Timeliness of the information resources catalogued and classified, they were on a moderate level. The level of quality of information resources catalogued and classified   was high (mean = 3.52), quantity   (mean = 2.83) and timeliness (mean = 2.70). But cataloguers assigning access point to information resources takes a time longer than necessary was an item under the quantity of information resources catalogued and classified, had a mean score of 2.11 which was showing a low degree of job performance. Additional, it can be deduced from Table 1 on the level of the job performance of cataloguers in libraries in Ogun Nigeria that quality of information resources catalogued and classified   had the highest mean of 3.52, followed by quantity 2.83 and timeliness 2.70.

The finding revealed that the job performance of cataloguers in libraries in Ogun State Nigeria was average.  However, the result also revealed that cataloguers were high in quality cataloguing of information resources.  Moderate in quantity and timeliness of information resource catalogued and classified. This result implies that they performed well in quality, such as assigning of access point, consistency in cataloguing rules and inputting bibliographic

records on information resources. The result equally exposed that they were average in the quantity of information resources catalogued as well as in the timely release of information resources catalogued. This is because the technicality of the information resources on ground determines the number of information resources which they can catalogue per day, and they take their time not minding how long it takes them for correctness in cataloguing. The finding contradicts that of Madukoma, Bamidele and Unegbu (2016**),** Umahi (2019) and Nwokike (2018), who in their studies found out that job performance of cataloguers were on a high level. The finding also negates that of Otagburuagu and Ekere (2013) and Akor, (2014) who discovered low level of cataloguers' job performance in the public libraries in the South East geographical zone of Nigeria and Academic Librarians in Benue State Nigeria.

**Table 2: Level of Organizational commitment of cataloguers in the libraries in Ogun state and the level of continuance, normative and Affective organizational commitment of cataloguers are presented.**

| Organizational Commitment | Strongly Agree | Agree | Disagree | Strongly Disagree | Mean | SD |
|---|---|---|---|---|---|---|
| **Affective Organizational Commitment:** | | | | | | |
| As a librarian identified with my organization, the library means a great deal to me | 114(59.4) | 61(31.8) | 8(4.2) | 9(4.7) | 3.46 | 0.79 |
| I do feel a strong sense of belonging in this library as a Librarian | 97(50.5) | 65(33.9) | 12(6.3) | 18(9.4) | 3.26 | 0.94 |
| I am emotionally attached to this library | 82(42.7) | 62(32.3) | 26(13.5) | 22(11.5) | 3.06 | 1.01 |
| I have the belief that cataloguers must be loyal to their library and organization by extension | 91(47.4) | 70(36.5) | 20(10.4) | 11(5.7) | 3.26 | 0.86 |
| I always discuss positive happenings of my library with librarians/ users outside my library | 46(24) | 95(49.5) | 24(12.5) | 27(14.1) | 2.83 | 0.95 |

| | | | | | |
|---|---|---|---|---|---|
| **Overall mean** | | | | **3.17** | **0.91** |
| **Continuance Organizational Commitment** | | | | | |
| Much in my life would be disrupted if I decide to stop working for this library. | 6(3.1) | 48(25) | 96(50) | 42(21.9) | 2.09 | 0.77 |
| Leaving this library as professional librarian would need considerable personal sacrifice. | 32(16.7) | 113(58.9) | 38(19.8) | 9(4.7) | 2.88 | 0.73 |
| I have little options to consider leaving this library | 12(6.3) | 84(43.8) | 61(31.8) | 35(18.2) | 2.38 | 0.85 |
| It would be very hard for me to stop working for this library, even I wanted to | 25(13) | 56(29.2) | 65(33.9) | 46(24) | 2.31 | 0.98 |
| One of the few serious consequences of leaving this library is that, I may not get employed elsewhere with my years of service as a cataloguer | 12(6.3) | 38(19.8) | 77(40.1) | 65(33.9) | 1.98 | 0.89 |
| **Overall mean** | | | | | **2.33** | **0.85** |
| **Normative organizational commitment** | | | | | |
| As a librarian, I will be happy to spend the rest of my work life in this library. | 33(17.2) | 66(34.4) | 64(33.3) | 29(15.1) | 2.54 | 0.95 |
| If am offered lecturing work as a librarian I will not feel it is wrong to leave this library. | 18(9.4) | 120(62.5) | 39(20.3) | 15(7.8) | 2.73 | 0.74 |
| As a professional librarian, I believe in the value of remaining loyal to one library | 36(18.8) | 81(42.2) | 60(31.3) | 15(7.8) | 2.72 | 0.86 |
| I am afraid of what might happen to me if I stop working with this library without having another job. | 27(14.1) | 48(25) | 71(37) | 46(34) | 2.29 | 0.99 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Things were better in the days when librarians stayed with one library for most of their profession. | 24(12.5) | 31(16.1) | 74(38.5) | 63(32.8) | 2.08 | 0.99 |
| **Overall mean** | | | | | **2.47** | **0 .91** |
| **Grand Mean** | | | | | **2.66** | **0.89** |

**Decision rule: if mean is ≤ 2.49 =low, 2.5-2.99 = average, 3.0-3.49 = high, 3.5-4.0= very high**

Table 2 shows the level of organizational commitment of cataloguers in Ogun State Nigeria. It is shown from the table that the organizational commitment level of the cataloguers was moderate with an average (mean = 2.66) on a 4 point Likert scale. This is because; the librarians' level of continuance commitment is low (mean= 2.33), as well as their normative organizational commitment (mean = 2.47). However, the result reveal that Affective organizational commitment of cataloguers was high (mean = 3.17), as the respondents indicated that the library means a great deal to them (mean = 3.46), hence they feel a strong sense of belonging in their library as Librarians (mean =3.26). They also believe that cataloguers must be loyal to the library and organization by extension (mean = 3.26). They concluded that they are emotionally attached to the library (mean = 3.06). Continuance organizational commitment of the respondents was found to be low (mean = 2.33). The result revealed that though majority agreed that leaving their library as professional librarian would need considerable personal sacrifice (mean - 2.88), and that they have little options to consider leaving the library (mean = 2.38). They also agreed that not much would be disrupted if they decide to stop working for the library (mean = 2.09), and that they would be readily employed with their level of experience as cataloguers (mean = 1.98). The result equally revealed that normative organizational commitment of cataloguers was low (mean = 2.47), as the respondents indicated that if offered lecturing work as a librarian they will not feel it was wrong leaving their current library (mean = 2.73), though they believe in the value of remaining loyal to one library (mean = 2.72); they also feel things were not better in the days when librarians stayed with one library for most of their profession (mean = 2.08).

**Hypothesis:** There is no significant relationship between Organizational commitment of cataloguers and their job performance in libraries in Ogun State Nigeria.

**Table 3: Relationship between cataloguers' organizational commitment and their job performance**

| Variables | Mean | SD | N | R | P | Remark |
|---|---|---|---|---|---|---|
| Organizational commitment | 39.8750 | 7.56508 | 192 | .218 | .002 | Significant |
| Job performance | 43.7813 | 5.49289 | | | | |

*Correlation significant at the 0.05 level

Presented in table 3 is the correlation analysis result on the relationship between organizational commitment and job performance of cataloguers in Ogun state. The correlation coefficient (r=.218, p<.05) indicates positive correlation between organizational commitment and job performance of cataloguers. This implies that the higher the increase in cataloguers' organizational commitment, the better their job performance. The result implies that increase in organizational commitment, is likely to increase cataloguers job performance by 21%. Hence, the null hypothesis is rejected as there is evidence to state that there is a significant relationship between organizational commitment of cataloguers and their job performance in libraries in Ogun State, Nigeria.

The finding supports that the future of an organization depends on the level of its employees' commitment. Employee's commitment to the organization is related to the establishment of bonding. This bonding allows the employee to optimize input into the organization, which increases the organization's job performance (Harry, Joe-Akunne & Oguegbe, 2013). Udofia (2017) affirmed that "lengthy tenure in the organization which has it basis on continuance commitment, without true connection and involvement in the organization by librarians, seems harmful to library job performance and improved service delivery". However, the significant relationship found between organizational commitment of cataloguers and their job performance in libraries, in this study, corroborated the work of Kamalachandran (2017), who reported a positive relationship between organizational commitment and job performance of employees. These therefore imply that commitment to the library yields high job performance.

**Conclusion**

The result showed a significant relationship between organizational commitment of cataloguers and their job performance in libraries in Ogun State, Nigeria. It was realized that the higher the increase in cataloguers' organizational commitment, the better their job

performance. The result further reviewed that increase in organizational commitment, is likely to increase cataloguers job performance. Based on the findings of this study, it concluded that Organizational commitment of cataloguers significantly related to cataloguers' job performance in Ogun state libraries and organizational commitment will provide a high level of job performance to the library. Hence, committed cataloguers can facilitate easy execution of cataloguing and classification activities thereby fostering the attainment of library goals,

## Recommendations

The following recommendations were made based on the findings of this study:.

1       The library management should motivate the cataloguers by ensuring that they are well remunerated to improve on the commitment of the librarians. Polices that creates a friendly work environment such that job engagement and job rotation exist, should be implemented.

2.       The significant relationship between Organizational commitment of cataloguers and their job performance in libraries in Ogun State, Nigeria can be increased by management through promotion, regular payment of salary, job security and good human relationship across all levels; these will boost cataloguers commitment and job performance in the library.

## References

Adegbaya, S.I. (2020). Job characteristic perceived organizational support and librarians' commitment in public universities in south-south Nigeria. Unpublished Phd. Thesis. Babcock University, Ilishan - Remo, Ogun State.

Adegbaye, S. I.,  Agboola, I.O, & Buraimo, O. (2021). Organizational Commitment among University Library Personnel: A Demographic Analysis. https://www.researchgate.net/publication/351548938

Akinyemi, N. & Ifijeh, G.I.  (2013). Leadership style and job commitment of library personnel  in universities: a study of private university libraries in southwest Nigeria. *African   journal of library and information sciences,  4* (1).

Alavi, S.Z., Mojtahedzadeh, H., Amin, F., & Savoji, A.P. (2013). Relationship between Emotional Intelligence and Organizational Commitment in Iran's Ramin Thermal

Powerplant. *Procedia – Social and Behavioral Sciences*, (48) 814  819. https://www.sciencedirect.com/science/article/pii/S1877042813017278?via%3Dihub

Alexis, U. I. Udoh, U. I & Chigozie, N. M. (2023).  Integrity of librarians and job performance         of some selected federal university libraries in South-South, Nigeria. *Library Philosophy                  and         Practice (e-journal).* 7498.https://digitalcommons.unl.edu/libphilprac/749

Alhaji, I. A., & Yusoff, W. F. (2012). Does motivational factor influence organizational commitment and effectiveness? *A review of literature. Journal of Business     Management     and     Economics,     3     (1),     1-9.* https://www.e3journals.org/cms/articles/1330781146_Idris%20and%20Wan.pdf

Amusa, O. I., Iyoro,  A. O.  &  Olabisi, A. F. (2013).Work environments and job performance of   librarians in the public universities in South –west Nigeria. *International Journal of Library and Information Science*, *5* (11), 457-461 https://academicjournals.org/journal/IJLIS/article-full-text-pdf/07A6FF242586

Arnold, J. (2005). Work psychology: understanding human behaviour in the workplace, 4th ed. London: Prentice Hall Financial Times.

Bankole, Q. A. (2023). Organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities. *Mediterranean      Journal of Social & Behavioral Research, 7*(2), 75-84. https://doi.org/10.30935/mjosbr/12843.

Basahuwa,C.B., Unegbu, V.E. & Babalola, Y.T (2020). ICT skills and job performance of librarians in public universities in North-Central, Nigeria. *Journal of Science and Education,*                                  8(1),                                  154-166. https://www.academia.edu/73905427/ICT_Skills_and_Job_Performance_of_Librarians_in_Public_Universities_in_North_Central_Nigeria

Biljana, D. (2004). Employee commitment in times of Radical Organizational Changes. *Economics and Organization, 2* ( 2) 111-117. http://facta.junis.ni.ac.rs/eao/eao2004/eao2004-05.pdf

Ekienabor, E.    (2019) The Influence of Employees' Commitment on Organizational
Performance                                    in                                       Nigeria.
https://www.researchgate.net/publication/334560138_The_Influence_of_Employe
es'_Commitment_on_Organizational_Performance_in_Nigeria

 Fajonyomi, O. J. (2021) Work Environment and Job Performance of Librarians in Federal
University Libraries in North-East Nigeria. Library Philosophy and Practice (e-
journal).        6009. https://digitalcommons.unl.edu/libphilprac/6009/

Felicia, A.S. & Alonge, A. J. (2023). Records management and job performance of non-
academic staff in Osun State Tertiary Institutions.  *Communcate: Journal of Library
and           Inforamtoon           Science*.           25(1),           18.
https://www.cjolis.org/index.php/cjolis/article/view/20

Fika,  I.B., Ibi, M.B. & Abdulrahman, A. (2016). Staff Utilization and Commitment in
Borno    State Colleges of Education, Nigeria.
https://www.iiste.org/Journals/index.php/JEP/article/view/31931

Harry, O., Joe-Akunne, C. O. & Oguegbe, T. M. (2013). Job characteristics as predictors
of  organizational commitment among private sector workers in Anambra State,
Nigeria.  *International Journal of Asian Social scienc*e, 3 (2), 482-491.
https://econpapers.repec.org/article/asiijoass/2013_3ap_3a482-491.htm

Ibeh, O. B., & Ezeabasili, A. C. (2024). Electronic records management skills requirements
by librarians for effective job performance in federal university libraries in south east
nigeria. *African Journal of Educational Management, Teaching and Entrepreneurship
Studies*, *11*(2),                                                155-166.
https://www.ajemates.org/index.php/ajemates/article/view/431

Ikonne, C.N. and  Fajonyomi, O.J. (2019). Motivational factors and job performance of
librarians in federal university libraries in North-East Nigeria.
https://digitalcommons.unl.edu/libphilprac/2666/

Kamalachandran,  N.  (2017). Impact of Organizational Commitment on Employee

Performance Special Reference to Banks in Trincomalee District. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3001598

Madukoma, E. (2012). Information Behaviour and Job Performance of Senior Non-Academic Staff in Nigerian Universities. P.hD thesis submitted to the Department of Information Resources, Babcock University, Illishan-Remo, Ogun State, Nigeria

Madukoma, E., Bamidele I. A. & Unegbu V. (2016). Job motivation and performance of cataloguers in Nigeria. https://www.researchgate.net/publication/323643127

Meyer, J. & Allen, N. (1997). Commitment in the workplace: Theory, research and application thousand Oaks, CA: Sage publications

Miller, K. (2003). Values, attitudes and job satisfaction' In Robbins, S.P., Odendaal A. & Roodt, G. (Eds), Organisational Behaviour: Global and Southern African Perspectives. Cape Town: Pearson Education South Africa.

Na'angap, D. (2012). Job satisfaction and job performance of library personnel of national library of Nigeria. Thesis Dissertation submitted to the department of library and information science, university of Nigeria, Nsukka.

Nwokike, O. A. (2018). Career Management, self –efficacy and job performance of Amusa librarians in Universities in south-east, Nigeria. Unpublished Phd.

Oketunji, S.F. (2014). Influence of occupational health and safety (OHS) information availability and use on job performance of library personnel in public universities in South-West Nigeria. *European Scientific Journal*, 10 (14), 337 – 350. https://eujournal.org/index.php/esj/article/view/3413/3177

Olayemi , R. O. (2018). Leadership Style and motivation s determinants of library personnel's Job Performance in Public University Libraries in North-Central Nigeria. Unpublished Master dissertation. Babcock University, Ilishan - Remo, Ogun state.

Omotunde, O.I.. (2016). Talent management, self-efficacy and job performance of librarians in University libraries in South-West, Nigeria. Unpublished Phd. Thesis. Babcock    University, Ilishan - Remo, Ogun state

Omotunde, O. I., Adetayo, A. J., & Ajie, I. A. (2024). Career management practices and job performance among university library personnel in southwest Nigeria. *Information Development*, 02666669241284240. https://journals.sagepub.com/doi/abs/10.1177/02666669241284240

Onuoha,U.D. (2012). Use of online social networks as correlate of performance and career success among librarians in Nigeria University libraries. Unpublished Phd. Thesis. Babcock University, Ilishan - Remo, Ogun state.

Otagburuagu &  Ekere (2013). Working Environment as a Motivator for Librarians' Job Performance   in Public Libraries in South-East Nigeria. *African journal of Library     and     Information     science*,     10     (2). https://www.ajol.info/index.php/ict/article/view/101827

Otobo, E. & Kabir, M.S. (2021). Work environment and job performance of librarians in Ahmadu Bello University Library (KIL), Zaria. *Library Philosophy and Practice (e-journal)*. 6845. https://digitalcommons.unl.edu/ libphilprac/6845.

Samuel, T. D., Onuoha, U. D. & Ojo, A. I. (2014). Job Satisfaction and Organizational Commitment: A Study of Library Personnel in Private Universities in Ogun State, Nigeria. *Open     Access     Library     Journal*. https://www.scirp.org/journal/paperinformation?paperid=64420

Somayyeh,  K. A. 1, Mohsen, H. & Zahed,  B. (2013). Studying the relation between organizational justice and organizational commitment among the librarians of Khouzestan province ministry of science academic libraries. European Online *Journal of Natural and Social Sciences, 2* ( 3), pp. 444-451. https://core.ac.uk/download/pdf/230054498.pdf

Udofia, I.E. (2017)  Job satisfaction as a correlate of organizational commitment of librarians in universities in South-South, Nigeria.

https://oer.unn.edu.ng/read/job- satisfaction-as-a-correlate-of-organisational-commitment-of-librarians-in-universities-in- south-south-nigeria?rdr=1

Udofia, I. & Ibegwam, A. (2019). "Stages of Organizational Commitment among Librarians in University   Libraries in South-South, Nigeria". *Library Philosophy and Practice* (e-journal).  https://digitalcommons.unl.edu/libphilprac/2937

Umahi, F.O. (2019). Work environment, information and communication technology skills and   work output of cataloguers in University libraries in south-West, Nigeria. Unpublished  Master  dissertation. Babcock University, Ilishan - Remo, Ogun state.