Full Length Research

Employee Commitment and Librarians' Productivity in Public Polytechnic Libraries in South-West, Nigeria

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The study investigated the influence of employee commitment and librarians' productivity in public polytechnic libraries in south-west, Nigeria. The study employed the survey research design. The study population in this research comprised of 214 librarians in the 20 public polytechnic libraries in South-West geographical zone of Nigeria consisting of six federal and fourteen state owned polytechnics. The total enumeration technique was used to recruit the entire 214 Librarians and Library Officers in the public polytechnic libraries in South-West, Nigeria. The instrument for data collection was a structured questionnaire. The study reveals high extent of librarian commitment with more impact on the affective and normative commitment. Continuance commitment should be improved on Librarians. In addition, employee commitment has positive and significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria. Also, there is significant composite influence of employee commitment on Librarians' productivity in public polytechnics in South-West, Nigeria. The study concluded that Job conditions need to be improved on by the employee. The study recommended that employee commitment is factors that enhance Librarians' productivity in public polytechnic libraries in South-West, Nigeria. The National Library Board should ensure that Librarians' productivity in public polytechnic libraries is sustained and the aspects of bibliographic services and interlibrary loan services are improved upon in public polytechnics.

Keywords: employee commitment, librarians, productivity, public polytechnic, libraries

INTRODUCTION

Productivity is a product of conscious actions by an individual or organization to achieve a set goal and objective. More precisely, productivity is a measure that indicates how well essential resources are used to accomplish specified objectives in terms of quantity and quality, within a given period. Academic productivity is critical and of utmost importance to the existence, growth and competitive advantage of any educational institution of higher learning in the world as a whole and Nigeria in particular. Generally, academic staff's productivity had before now, been exclusively limited to the domain of the three core areas that have direct impact on the career of an academic staff, these are research, teaching and community service. Igbojekwe and Ugo-Okoro (2015) submit that academic productivity can be measured using administrative, motivational, development and productivity improvement parameters.

In essence, academic staff productivity involves assessing the contribution of the individual staff towards the attainment of the institution overall goal during a specific period of assessment. Librarians are considered academic staff in any institution and their productivity is measured in similar ways with other academic staff within the institution such as the lecturers and research fellows. In addition to research, teaching and community service, librarians' productivity also entails providing current and relevant educational resources in the library that would encourage an increase in research publications of faculty members and librarians themselves and production of innovative research works in the institution

that would attract grants from both local and international organizations. This helps in promoting the image, status and ranking of the institution (Yaya, Uzohue & Akintayo, 2016). Librarians' productivity is thus seen in their contributions to their institution's research output and general information and recreational resources provision.

In the library, productivity is seen as a ratio of how well the librarians have been able to convert input of resources into output of goods and services. Hence, the quality of services offered to their users is of high importance in ascertaining librarians' job productivity. Bosede (2015) reasoned that libraries form a vital part of the world's system of education and information storage and retrieval. They make available knowledge accumulated through the ages. Therefore, for libraries to achieve their objectives, they require human resources made up of individuals with various intellectual competencies that can enhance their productivity. The duties and functions of a librarian may vary considerably depending on the size and type of library. However, regardless of the type of library, librarians have the primary responsibilities of demonstrating a high level of productivity for them to remain relevant in their institution of primary employment.

Employee commitment has become one of the most popular research areas in Library and Information Science. Zheng, Sharan, and Wei (2010) describe employee commitment as simply an employee attitude to the organization. It is being persistent in staying with a particular organization, even in turbulent times, attending work regularly, protecting organizational assets, and sharing of its goals. Employee commitment is a psychological state that binds an employee to an organization, thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of importance to a particular target. According to Akintayo (2010), employee commitment involves the degree to which the employee feels devoted to their organization.Employee commitment is a feeling of dedication to one's organization, willingness to work hard for that employer, and the intent to remain with that organization and attachment of the individual to the organization. In essence, the productivity of an individual along with that of the organization is directly related to the employee's commitment (Gibson & Ivancevich, 2010). Such need fulfillment produces a strong sense of belonging to the organization, involving the incorporation of employees' membership and role status into their social identity (Krishnan & Mary, 2012).

Employee commitment has been considered using three indicators: affective, continuance, and normative commitment (Klein, Moolloy & Brinsfield, 2012). On the one hand, affective commitment is a product of an employee's satisfaction and fulfillment for being part of an organization, while continuance commitment refers to the employee's urge to remain in the organization. Normative commitment is the feeling of being important to the organization when employees consider themselves as relevant to the system and willingness to remain with the organization is strong. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve productivity. Therefore, it can be argued that creating commitment among employees is important because without this, it will become difficult for an organization to achieve strategic goals.

Highly committed employees are increasingly acknowledged to be the primary asset available to an organization (Hunjra, et al, 2010). Furthermore, employees who show commitment to the organization and their collective well-being are more suitable to generate the social capital that facilitates organizational learning. It has been reported that organizations can only achieve their set objectives when competent and committed employees are engaged (Khan et al., 2011). Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations. Some of the indicators of a committed employee among others include lack of interest in job offered elsewhere, willingness to accept responsibility, expression of job satisfaction, willingness and ability to make useful contributions, eagerness to work with less supervision, and not given to unnecessary excuses (Iqra&Yahya, 2013). Where an employee is committed to the organization, the employee will in turn be happy with the organization and his job. The productivity of such employee will be high.

Statement of the Problem

Libraries aim to have efficient staff to provide suitable and competitive library services to library users. Thus, productivity of librarians indicate the extent to which information resources in the library are effectively and efficiently

used to produce desired outputs which increase library use. Efficiency takes into account the time and resources required to execute a given task. In a highly competitive work environment like the University and Polytechnic libraries, the Librarians who are the custodians of the institutions' knowledge centre put in their best in meeting the information needs of their community members. Unfortunately, literature points to low productivity of librarians in Nigeria. Okonedo and Popoola (2012) found that despite motivation of librarians, their productivity was low. Adeniji, Babalola and Adeniji (2012) corroborated the findings of Okonedo and Popoola (2012) when they posit that the level of productivity in Nigerian libraries is low. Studies have also been able to locate the low productivity of librarians in job dissatisfaction and inadequate motivation. Ogbomo (2010) also identified factors influencing low productivity of librarians to include poor knowledge, and inadequate skills and experience. It is noteworthy that poor or low productivity of librarians will affect library services delivery and this will in turn negatively result in poor delivery of quality education in Nigerian polytechnics. Sustained investigation of why productivity of librarians is low will help to improve the productivity. This study is thus striving to contribute to such investigations with a view to proffer solutions to poor librarians' productivity.

The current study therefore seeks to investigate the level of librarians' productivity and ascertain the extent to which organizational support, employees' commitment, and administrative effectiveness would influence librarians' productivity in public Polytechnic libraries in South-West, Nigeria.

Objectives of the Study

The main objective of this study was to investigate the influence of Employee Commitment on librarians' productivity in public polytechnic libraries in South-West, Nigeria. The specific objectives are to:

1.   determine the level of librarians' productivity in public polytechnic libraries in South-West, Nigeria;
2.   assess the extent of employees' commitment in public polytechnics in South-West, Nigeria;
3.   determine the influence of employee commitment scope on Librarians' productivity in public polytechnic libraries in South-West, Nigeria;

Research Questions

To achieve the specific objectives, the following research questions are raised to guide the study:

1.   what is the level of Librarians' productivity in public polytechnic libraries in South-West, Nigeria?
2.   what is the extent of Librarians' commitment in public polytechnic libraries in South-West, Nigeria?

Hypotheses

The following hypotheses will be tested at 0.05 level of significance:

Ho1. Employee commitment does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria.

METHODOLOGY

The study employed the survey research design. A study's population is the total number of persons; objects or events being investigated by the investigator or researcher. The study population in this research comprised of 214 librarians in the 20 public polytechnic libraries in South-West geographical zone of Nigeria consisting of six federal and fourteen state owned polytechnics. Source: (a) National Board for Technical Education (NBTE) 2021. (b) The Compendium of Tertiary Institutions of Learning in Nigeria, first edition, (TETFUND) 2021/2022. **(c)** Consultation with colleagues and offices of the polytechnic librarians through personal discussions and telephone calls. The total enumeration technique was used to recruit the entire 214 Librarians and Library Officers in the public polytechnic libraries in South-West, Nigeria. The instrument for data collection was a structured questionnaire. The data collected were analyzed using descriptive and inferential statistics such as percentage distribution, mean, median and standard deviation. Regression analysis was used to establish the influence of the independent variables on the dependent variable. Specifically, regression analysis was used to test the formulated hypothesis. Statistical Package for the Social Sciences (SPSS version 20.0) was used to analyze the collected data of the study.

DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

This section presents the analysis of the data collected from the field. Out of the 214 copies of questionnaire handed out to the study participants, 173 were returned. This resulted in 81% response rate.

Research Question One: What is the level of Librarians' productivity in public polytechnic libraries in South-West, Nigeria?

Data collected on research question one was analyzed using descriptive statistics.

Table 1. *Level of Librarians' Productivity in Public Polytechnics in South-West, Nigeria*

Librarians' productivity	Very High	High	Moderate	Low	Very Low	Mean	SD
Lending services						**4.25**	**.73**
My accomplishment in reserved books management is	86(49.7)	62(35.8)	21(12.1)	1(.6)	3(1.8)	4.31	.84
My ability in the handling of students' clearance is	83(48.0)	59(34.1)	28(16.2)	1(.6)	2(1.1)	4.26	.83
My ability in charging in and out of books is	84(48.6)	59(34.1)	24(13.9)	2(1.2)	4(2.2)	4.25	.90
My ability in the registration of users is	69(39.6)	75(43.4)	23(13.3)	2(1.2)	4(2.5)	4.17	.87
Cataloguing and Classification						**4.20**	**.65**
My out-put in catalogue entries management is	78(45.1)	76(43.9)	16(9.2)	3(1.7)		4.30	.78
My ability in the classification of items according to subject is	60(34.7)	88(50.9)	21(12.)	2(1.2)	2(1.2)	4.18	.76
My output in the Bibliographic Description of Information Resources is	50(28.9)	91(52.6)	29(16.8)	1(6)	2(1.2)	4.08	.78
User education						**4.17**	**.75**
My contribution to library orientation for new users is	91(52.6)	51(29.5)	28(16.2)	1(.6)	2(1.2)	4.31	.84
My output in the training of library users is	92(53.2)	51(29.5)	26(15.0)	2(1.2)	2(1.2)	4.29	.87
My out-put in literature search seminars delivery is	53(30.6)	65(37.6)	49(28.3)	3(1.7)	3(1.77)	3.93	.92
Reference Services						**4.12**	**.72**
My ability in answering reference queries is	73(42.2)	70(40.5)	27(15.6)	1(.6)	2(1.2)	4.20	.81
My out-put in offering referral services is	62(35.8)	78(45.1)	29(16.8)	1(.6)	3(1.7)	4.12	.83
My accomplishment is the identification of reference resources to answer particular reference queries is	59(34.1)	73(42.2)	37(21.4)	2(1.2)	2(1.2)	4.06	.84
Document Delivery Services						**4.06**	**.74**
My out-put in course materials identification and selection is	77(44.5)	55(31.8)	34(19.7)	5(2.9)	2(1.2)	4.14	.91
My ability in the delivery of Selective Dissemination of Information is	65(37.6)	70(40.5)	32(18.5)	4(2.3)	2(1.2)	4.11	.86
My output in the delivery of Current Awareness services is	58(33.5)	78(45.1)	21(12.1)	3(1.7)	13(7.5)	3.95	1.10
Collection Development						**4.03**	**.77**
My out-put in the processing (stamping, accessioning, listing etc) of acquired resources is	82(47.4)	60(34.7)	25(14.5)	4(2.3)	2(1.2)	4.23	.88
My ability in the evaluation of library resources to be acquired is	68(39.3)	74(42.8)	26(15.0)	3(1.7)	2(1.2)	4.17	.83
My output in the ordering of selected materials is	51(29.5)	81(46.8)	35(20.2)	4(2.3)	2(1.2)	4.01	.83

Continuation of Table 1

My accomplishment in bibliographic verification of supplied resources is	52(30.1)	67(38.7)	37(21.4)	4(2.3)	13(7.5)	3.81	1.12
Bibliographic Services						**3.61**	**.77**
My accomplishments in the compilation of Abstracts is	23(13.3)	84(48.6)	54(31.2)	4(2.3)	8(4.6)	3.62	.91
My ability in the compilation of Bibliography is	22(12.7)	82(47.4)	58(33.5)	4(2.3)	7(4.0)	3.61	.88
My out-put in the compilation of Indexes is	29(16.8)	53(30.6)	82(47.4)	5(2.9)	4(2.3)	3.59	.89
Interlibrary loan services						**3.19**	**1.03**
My out-put in obliging other libraries' request for loans is	21(12.1)	37(21.4)	81(46.8)	23(13.3)	11(6.4)	3.20	1.04
My ability in securing books on loan from other libraries for users is	25(14.5)	34(19.7)	76(43.8)	21(12.1)	17(9.8)	3.16	1.12
Productivity (Weighted Mean = 3.92, Standard Deviation = 0.55)							

Source: Authors computation (2022)

Decision Rule: I mean is ≤ 1.49 = Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49 = Moderate; 3.5 to 4.49 = High; 4.5 to 5.0 = Very High. Criterion Mean = 3.0.

Table 1 presents the results of descriptive statistics for Librarians' productivity. Overall Likert-type scale findings indicate that Librarians' productivity had an overall mean of 3.92, on a scale of 5. This indicates that generally the Librarians in public polytechnic libraries in South-West, Nigeria experienced high level of productivity while carrying out their duties. Librarians' productivity was measured by performance of cataloguing and classification, interlibrary loan services, user education, lending services, reference services, document delivery services, collection development, bibliographic services.

The analysis indicates that lending services sub-scale attracted a weighted mean score of $\bar{x}$=4.25, SD=0.73, with some of its items falling above the weighted mean. Items like 'My accomplishment in reserved books management ($\bar{x}$=4.31)', 'My ability in the handling of students' clearance ($\bar{x}$=4.26)', 'My ability in charging in and out of books ($\bar{x}$=4.25)' and 'My ability in the registration of users ($\bar{x}$=4.17)' polled a high mean scores under the subscale. This implies that polytechnic libraries in Nigeria are highly productive in their lending services.

Further finding revealed that the level of cataloguing and classification services is high ($\bar{x}$=4.20, SD=0.65) in the public polytechnic libraries in South-West, Nigeria with all of the research items following the trend. The finding also established that librarians' output in catalogue entries management ($\bar{x}$=4.30), librarians' ability in the classification of items according to subject ($\bar{x}$=4.18) and librarians' output in the bibliographic description of information resources ($\bar{x}$=4.08) is high. Overall, the average score for cataloguing and classification is high indicating high level of Librarians' productivity in public polytechnic libraries in South-West, Nigeria in cataloguing and classification.

For user education sub-scale, with a weighted mean of $\bar{x}$=4.17, SD=0.75, most of the items responded to attracted high mean scores. For example, item bordering on the contribution to library orientation for new users attracted the highest mean ($\bar{x}$=4.13) while the one on output in literature attracted $\bar{x}$=3.93. This shows that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in users' education.

Similarly, findings in Table 1 show that each aspect of reference services in public polytechnic libraries in South-West, Nigeria had a mean Likert scale greater than 3.0. The average score was 3.92, which shows that the Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in reference services. By implication, Librarians' are highly productive in answering reference queries, offering referral services and identification of reference resources to answer particular reference queries.

Also, the document service delivery subscale attracted a weighted mean of $\bar{x}$=4.06, SD=0.74 with some of the research items following the trend. This suggests that Librarians are highly productive document service delivery. Majority of the respondents concurred that their out-put in course materials identification and selection ($\bar{x}$=4.14), ability in the delivery of selective dissemination of information ($\bar{x}$=4.11) and output in the delivery of current awareness services ($\bar{x}$=3.95) is above average among public polytechnic libraries in South-West, Nigeria.

Additional analyses revealed similar trend for collection development subscale with a weighted mean of $\bar{x}$=4.03. Item on 'output in the processing (stamping, accessioning, listing etc.) of acquired resources' recorded the highest mean ($\bar{x}$=4.23) while 'accomplishment in bibliographic verification of supplied resources' polled the lowest mean ($\bar{x}$=3.81) which is still higher than the criterion mean ($\bar{x}$=3.0). This signifies that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in collection development.

For user bibliographic services sub-scale, with a weighted mean of $\bar{x}$=3.61, SD=0.77, most of the items responded to attracted high mean scores. For example, items on accomplishments in the compilation of Abstracts ($\bar{x}$=3.62), ability in

the compilation of Bibliography ($\bar{x}$=3.61) and output in the compilation of Indexes ($\bar{x}$=3.59) attracted the high mean scores. This shows that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in the compilation of Abstracts, Bibliography and indexes.

Findings on each aspect of interlibrary loan services in public polytechnic libraries in South-West, Nigeria had a mean Likert scale less than 3.0. The average score was 3.19, which shows that the level of productivity of Librarians in public polytechnic libraries in South-West, Nigeria is moderately high. Considering findings from these analyses, public polytechnic libraries in South-West, Nigeria are highly productive in the areas of lending services, cataloguing and classification, user education, reader services, document delivery services, collection development and bibliographic services but less productive in interlibrary loan services.

Research Question Two: What is the extent of Librarians' commitment in public polytechnic libraries in South-West, Nigeria?

Data collected on research question three was analyzed using descriptive statistics.

Table 2. *Extent of Librarians' Commitment in Public Polytechnics in South-West, Nigeria*

Librarians' Commitment The extent to which …	Very High	High	Low	Very Low	Mean	SD
Affective organizational commitment					**3.17**	**.52**
This library is of a great deal of good to you is	76(43.9)	94(54.3)	3(1.7)		3.45	.53
You really feel as if this library's problems are my own is	66(38.2)	93(53.8)	11(6.4)	3(1.7)	3.30	.68
You feel 'part of family' in this library is	62(35.8)	101(58.4)	8(4.6)	2(1.2)	3.30	.61
You would be happy to spend the rest of my career in this library is	61(35.3)	89(51.4)	13(7.5)	10(5.8)	3.17	.83
You feel emotionally attached to this library is	49(28.3)	109(63.0)	7(4.0)	8(4.6)	3.15	.71
You enjoy discussing the library with people outside it is	43(24.9)	110(63.6)	14(8.1)	6(3.5)	3.07	.72
You feel a strong sense of belonging in this library is	41(23.7)	74(42.8)	39(22.5)	19(11.0)	2.76	1.01
Normative organizational commitment					**3.08**	**.51**
You believe that a person must always be loyal to his/her library is	72(41.6)	89(51.4)	9(5.2)	3(1.7)	3.34	.67
You believe that a person must always be loyal to his/her library is	61(35.3)	99(57.2)	11(6.4)	2(1.2)	3.30	.66
You think people these days move from working for one library to other libraries is	40(23.1)	112(64.7)	19(11.0)	2(1.2)	3.10	.64
You feel things were better in the days when people stayed with one library for most of their career is	40(23.1)	102(59.0)	13(75)	18(10.4)	2.93	.92
You were taught to believe in the value of remaining loyal to one library is	38(22.0)	98(56.6)	25(14.5)	12(6.9)	2.93	.83
You feel it would be wrong to stop working for this library is	34(19.7)	112(64.7)	11(6.4)	16(19.2)	2.92	.88
Continuance organizational commitment					**2.91**	**.64**
You arenot afraid of losing your job is	49(28.3)	96(55.5)	14(8.1)	14(8.1)	3.04	.90
Consider it a personal sacrifice working for this library is	39(22.5)	105(60-.7)	20(11.6)	9(5.2)	3.00	.81
Staying with this library is a matter of necessity to you	36(20.8)	105(60.7)	25(14.5)	7(4.0)	2.97	.79

Continuation of Table 1

It would be very hard for you to stop working for this library is	43(24.9)	99(57.2)	19(11.0)	12(6..9)	2.97	.89
You feel that I have too few options to consider leaving this library is	32(18.5)	111(64.2)	21(`12.1)	9(5.3)	2.93	.82
You feel leaving this library has serious consequences is	26(15.0)	16(67.1)	21(12.1)	10(5.8)	2.87	.80
Too much in your life would be disrupted if you decide to stop working for this library is	24(13.9)	99(57.2)	35(20.2)	15(8.7)	2.65	.93
Librarian Commitment = (Weighted Mean = 3.06, Standard Deviation = 0.43)						

Source: Authors computation (2022)
Decision Rule: If mean is ≤ 1.49 = Very Low; 1.5 to 2.49=Low; 2.5 to 3.49 = High; 3.5 to 4 = Very High.

Table 2 shows generally a high extent of Librarians' commitment in public polytechnic libraries in South-West, Nigeria ($\bar{x}$=3.06, on a scale of 4). Librarians' commitment was measured with affective, normative and continual commitment. The analysis indicate that the extent of affective organizational commitment is high ($\bar{x}$=3.17, SD=0.52) in the public polytechnic libraries in South-West, Nigeria with all of the research items following the trend. The finding also established that all the items of affective organizational commitment had high ratings. For instance, the responses on the items 'this library is of a great deal of good to you ($\bar{x}$=3.45)', 'You really feel as if this library's problems are my own ($\bar{x}$=3.30)' and 'You feel 'part of family' in this library ($\bar{x}$=3.30)' indicated high extent of affective commitment to the organization. This shows that librarians in public polytechnic libraries in South-West, Nigeria show high level of affective commitment to the organization.

For user normative organizational commitment sub-scale, with a weighted mean of $\bar{x}$=3.08, SD=0.51, most of the items responded to attracted high mean scores. For example, item bordering on belief that a person must always be loyal to his/her library attracted the highest mean ($\bar{x}$=3.34) while the one on the feeling that it would be wrong to stop working for the library ($\bar{x}$=2.91) attracted the least response, though above the criterion mean. This shows that Librarians in public polytechnic libraries in South-West, Nigeria considers it a normal obligation to commit to the organization.

Lastly, findings on each aspect of continuance organizational commitment in public polytechnic libraries in South-West, Nigeria had a mean Likert scale less than 2.5. The average score was 2.91, which shows that the extent of continuance organizational commitment of Librarians in public polytechnic libraries in South-West, Nigeria is high. Considering findings from these analyses, it implies that librarians in the study area demonstrated high extents of commitments to their job in different aspects, most especially in the area of affective commitment.

Test of Hypothesis

The study was guided by the following null hypothesis which the researcher formulated at the beginning of the study and tested, using linear regression analyses.

Hypothesis 1: Employee commitment does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria

To test hypothesis two, linear regression method was adopted. The results and conclusions are explained below.

Table 3a. *Simple Regression Model on Employee Commitment and Librarians' Productivity*

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	2.452	.624		3.927	.000
Employee commitment	.962	.202	.342	4.759	.000
Dependent Variable: Librarians' productivity. $F(1, 171) = 22.644$, $p = 0.000$. R^2 =.117, *Adj. R^2* =.112					

Hypothesis was analyzed and presented in Table 3a. The independent variable of employee commitment was regressed against Librarians' productivity using simple linear regression analysis. The result revealed thatemployee commitment

(*βeta*=0.342, *t* (170) =4.759, *p* = 0.000) has a positive and significant influence onlibrarians' productivity in public polytechnic libraries in South-West, Nigeria. The F-test (1, 170) is 22.644. This shows that there is sufficient evidence to substantiate the model's usefulness in predicting librarians' productivity. The R^2 (0.117) of the regression model indicates that 11.7% of the variation in librarians' productivity is explained by employee commitment in public polytechnic libraries in South-West, Nigeria. Therefore, the null hypothesis was rejected. The finding suggests that employee commitment is a vital factor that can enhance librarians' productivity in public polytechnic libraries in South-West, Nigeria. The regression model on the relationship between employee commitment was regressed against Librarians' productivity is presented as:

LP = 2.452 + .962 Employee Commitment………..………………………………model 3

This implies that Librarians Productivity increases by .962 when employee commitment goes up by 1 index unit. Based on the F ratio and Adjusted coefficient of determination with p-value less than conventional probability of 0.05, the null hypothesis (H02) which states that employee commitment does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria was hereby rejected. By implication, employee commitments vital to improving librarians' productivity in public polytechnic libraries in South-West, Nigeria. The influence of employee commitment factors on librarians' productivity in public polytechnic libraries in South-West, Nigeria were tested with the full and reduced models presented in Table 3b.

Table 3b. *Full and Reduced Models on Employee Commitment Factors and Librarians' Productivity*

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	AIC
	B	Std. Error	Beta			
(Constant)	2.304	.706		3.265	.001	469.561
Affective	.451	.205	.191	2.197	.029	
Continuance	.248	.177	.129	1.395	.165	
Normative	.306	.187	.128	1.634	.104	
Dependent Variable: Librarians' productivity. *F* (3, 169) = 7.546, *p* = 0.000. R^2 =.118, *Adj.* R^2 =.102						
Reduced-Model	**Unstandardized Coefficients**		**Standardized Coefficients**			
	B	Std. Error	Beta	T	Sig.	AIC
(Constant)	2.257	.707		3.193	.002	533.738
Affective	.604	.174	.256	3.475	.001	
Normative	.397	.176	.166	2.258	.025	
Dependent Variable: Librarians' Productivity (LP). *F* (2, 170) = 10.288, *p* = 0.000. R^2 =.108, *Adj.* R^2 =.097.						

Table 3b presents the full and reduced linear regression models on the influence of employee commitment factors on librarians' productivity. Since the AIC score for the full-model (AIC = 469.561) is less than the AIC score for the reduced-model (AIC = 533.738), this indicates that the full-model with the three sub-variables is best for testing the relationship between employee commitment factors and Librarians' productivity. According to the result of the full model in Table 4.12, of the three employee commitment factors, affective commitment (*Beta* = .191, *t* (171) = 2.197, *p* = .029) is the only contributor to Librarians 'productivity in public polytechnic libraries in South-West, Nigeria. Thus, Librarians who expressed higher affective commitment to their jobs also indicate higher productivity on the job.

The model's coefficient of determination value, Adj. R^2 was found to be 0.102 indicating that 10.2% of librarians' productivity was explained by affective commitment in public polytechnic libraries in South-West, Nigeria. The *F* (3, 169) = 7.546, *p* = 0.000) result revealed that affective commitment was considered statistically significant in predicting librarians' productivity in public polytechnic libraries in South-West, Nigeria. The remaining predictors (continuance commitment and normative commitment) were omitted from the regression model since they had no influence on Librarians' productivity. The regression model is:

LP = 2.304 + .451 Affective Commitment ………………………………….model 4

This implies that Librarians Productivity increases by 0.451 when affective commitment goes up by 1 index unit. The study findings also show that affective commitment positively influenced Librarians Productivity by a factor of 45.1%. By implication, Librarians would experience more productivity on the job when they are affectively committed to their jobs.

DISCUSSION OF FINDINGS

The study investigated employee commitment and librarians' productivity in public polytechnic libraries in the South-West, Nigeria.

The study reports that librarians' productivity in the public polytechnics libraries in Ogun State is high in the areas of lending services, cataloguing and classification, user education, reference services, document delivery services and in collection development. In addition, bibliographic services and interlibrary loan services was moderately high. However, their productivity in the area of inter-library loan is moderate. This study finding, disagrees with Okonedo (2012) submission. In the same vein, this study is at variance with the position of Babalola and Nwalo(2013) who lamented the low level of productivity among librarians in Nigeria. The difference in the findings could be attributed to the fact that Okonedo and Popoola investigated librarians' productivity using research and publication contributions rather than core and technical library services which was deemed to be a more revealing assessment. Also, Babalola and Nwalo investigated librarians' productivity in Nigerian public polytechnic libraries using services rather than publications. The difference in the findings of the studies could suggest that some other factors rather than librarians' productivity contributes to poor library services in public polytechnic.

Research question two was formulated to establish the extent of librarians' commitment in public polytechnics in the South-West of Nigeria. The result showed that librarians are highly committed to their jobs. From this study, librarians in the public polytechnics demonstrate high level of commitment to their job. The areas of commitment includes: continuance, normative and affective commitments. The commitment is highest in affective commitment. This finding aligns with the work of Gupta, 2014 and Plakalovic, 2016 that affirmed that affective commitment is the most desirable type of commitment that organization prefers to inculcate in their employees because it generates employees' emotional attachment to the organization. Earlier study byChamo (2013) found that employees who are committed to their jobs are more likely to be better performers than the less committed ones as they exert more effort on behalf of the organization towards its success and strive to achieve its goals and missions. It can be concluded that from this findings, librarians in the public polytechnics will perform well as they are committed to their jobs.

Hypothesis which states that employee commitment does not significantly influence librarians' productivity in public polytechnic libraries in south-west, Nigeria. The null hypothesis was rejected. Librarians' commitment positively and significantly influences librarians' productivity in the public polytechnic libraries in South-West, Nigeria. This finding of Zefeiti and Mohammed (2017) that found all organizational commitment subscales (affective, normative and continuance) having significant influence on work productivity dimensions. It also aligns with Ebikeseye (2018)'s finding that established a significant influence of employee commitment on productivity. By implication, employee commitment is vital to improving librarians' productivity in public polytechnic libraries in South-West, Nigeria. This implies that Librarians Productivity increases by 0.451 when affective commitment goes up by 1 index unit.

CONCLUSION

The study concluded that Job conditions need to be improved on by the employee. The study reveals high extent of librarian commitment with more impact on the affective and normative commitment. Continuance commitment should be improved on Librarians. In addition, employee commitment has positive and significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria. Also, there is significant composite influence of employee commitment on Librarians' productivity in public polytechnics in South-West, Nigeria. The study established that employee commitment is factors that enhance Librarians 'productivity in public polytechnic libraries in South-West, Nigeria.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations were made:

1.   The National Library Board should ensure that Librarians' productivity in public polytechnic libraries is sustained and the aspects of bibliographic services and interlibrary loan services are improved upon in public polytechnics.
2.   Public Polytechnic managements should sustain and maintain the supervisors support, fairness and organizational rewards for library staff while the job conditions need to be improved by improving the working conditions and providing sponsorship for librarians to attend conferences.
3.   Lastly, the management of public polytechnics in South-West, Nigeria should give serious attention to the challenges militating against librarians' productivity by recognizing public polytechnic library staff, payment of allowances as required, reducing the marginalization of library staff in public polytechnics in South-West, Nigeria.

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