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# Investigating Organizational Commitment of Information Professionals working at University Libraries in Pakistan

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## Abstract

*This study investigated the organizational commitment of information professionals working at university libraries in Pakistan. Survey method was adopted using a questionnaire to collect data from 329 information professionals of Punjab and Islamabad. The questionnaire contained 18-items measure of organizational commitment, developed by Meyer, Allen and Smith (1993), along with certain demographic variables. Each statement was measured on 5-point Likert scale (e.g. 1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5= Strongly Agree). The collected data were analysed by applying descriptive as well as inferential statistics in SPSS. Results indicated that information professionals were slightly committed to their organizations and most of these had emotional attachment with the organization. There were no significant mean differences in the index of organizational commitment based on age, gender, sector, area, and continuing education. However, the qualification, designation, experience, employment nature, and salary of the participants appeared to be predictor of organizational commitment. These results are important for university administration especially human resource department who work for retention of productive and committed employees and ensure strategic human resource development. This study would make worthy contribution in the existing research on organizational commitment in general and information professionals in particular.*

**Keywords:** Organization commitment, Information professionals, Librarians, Pakistan.

## Introduction

The concept of organizational commitment was defined by Porter, Steers, Mowday and Boulian (1974) by dividing it into three facets, 1) strong attachment with the organization, its values and goals, 2) utmost efforts to accomplish the goals and task of the organization, and 3) strong desire to remain with the organization. Angle and Perry (1981) further added that organizational commitment is not only a one's desire to keep oneself with the organization but also to recommend it for others by introducing it in external communities. Later on, Allen and Meyer (1990) introduced three types of organizational commitment and developed a three-component model (TCM). They argued that organizational commitment represents the feelings about the organization in three stages (affective, continuance and normative). The affective commitment represents the feelings of strong emotional attachment and loyalty with the organization, its values and a fully devotedly involvement and struggle to achieve the goals of the organization. Whereas the continuance commitment is the poor stage of organizational commitment having no strong feelings of loyalty, it represents the feelings to continue job with the organization due to workers' need, having no chances somewhere else and a threat of failure in finding no substitute and suffering troubles within the life in case of leaving organization (Allen & Meyer, 1996). While the normative commitment indicates the feelings of obligation

due to importance of work, mission of the organization or someone feels that organization deserves his/her loyalty and attachment due to some obligations and ethical reasons rather than attraction of financial benefits and workplace environment or threat of failure (Bergman, 2006 ; Eisenberger, Cummings, Armeli & Lynch, 1997; Sulsky, 1999). However, the low emotional attachment, feelings of being trapped in the job and incompleteness of task are negatively correlated with affective commitment while positively correlated with the continuance commitment (Garland, 2014; Shore & Wayne, 1993).

An extensive search for literature on organizational commitment revealed that only a few inquiries have addressed this phenomenon in the field of library and information science (LIS). Khan & Ahmed (2013) argued that lack of research on organizational commitment is one of the primary reasons for poor library services and performance of information professionals working. Shan, Ishaq and Shaheen, (2015) determined the factors affecting the level of commitment and performance of librarians working in the university libraries in Islamabad, reported that organizational justice was positively correlated with the commitment and performance of the information professionals, and emphasized the need for more studies in Pakistan. The study of Khan and Ahmed (2013) found that information professionals were not satisfied with their jobs, organizations and working environment and emphasized to fill the vacant posts of librarians, reduction of work load and approval of service structure. Libraries play a significant role in educational, socio-economic, political development. In universities, library help to achieve organizational goals and objectives while meeting information needs of faculty, staff and students. The university goals and objectives cannot be achieved without the full efforts of trained and committed Information Professionals. Kesselman and Watstein, (2009) described that committed workers are more productive workers. The study of Leckie and Brett, (1997) revealed that committed workers were satisfied workers, more excited to achieve the organizational goals.

In view to the above, there was a need for more investigations addressing organization commitment of information professional in Pakistan. The study of Hyder and Batool (2013) also emphasized the need for more research studies to identify the factors affecting the commitment and performance of information professionals in academic libraries of Pakistan. Therefore, the present study was designed to investigate the level of organizational commitment of information professionals working in university libraries of Pakistan. The results of this study will be helpful for university administration especially human resource department who work for retention of productive and committed employees and ensure strategic human resource development. This study would make worthy contribution in the existing research on organizational commitment in general and information professionals in particular as only a limited amount of studies available in LIS field.

### **Research objectives**

- To determine the levels of organizational commitment of information professionals working at university libraries in Pakistan.
- To investigate the nature of relationship between organizational commitment and demographic variables such as age, gender, sector, area, qualification, designation, experience, employment nature, salary, and continuing education.

### **Review of the Related Literature**

There are a number of studies available addressing organizational commitment of different professional groups or employees of particular organizations. However, only a few studies have addressed the organizational commitment of information professionals especially university librarians. The following paragraphs review the selected studies addressing the phenomenon of organizational commitment.

Of those studies, Allen and Meyer (1990) reported that personal characteristics such as educational status, gender and family status affect the level of workers' commitment with the organization. In another study Meyer and Allen, (1991) found the negative correlation between job experience and continuance commitment as more experience increases the alternative employer organizations. However, the studies of Gunlu, Aksarayli and Şahin Perçin (2010) and Irving, Coleman, and Cooper (1997) reported no correlation between workers' age and organizational commitment. While the study of Baird and Marxen, (1998) investigated relationship between gender and organizational commitment of accountants and reported that level of affective and continuous commitment among female participants were higher than the male participants. While evaluating the effect of gender and experience, Reyes (1992) reported that gender and experience were significant predictors for organizational commitment regarding the gender difference the female were more committed than male while regarding the experience it was found negatively significant predictor for organizational commitment. Abdulla and Shaw (1999) found that male respondents showed higher level of continuance commitment than females, but there was no difference between male and female concerning affective commitment. On the other hand, Al-Ajmi, (2006) and Suki & Suki, (2011) found no correlation between gender and organizations commitment of Kuwaiti workers.

The study of El-Kassar, (2017) examined the level of organizational commitment of the 287 employees of different organizations in Lebanon. This study reported that good reputation of organization and importance of the task were positively correlated with the level of normative organizational commitment as well as with the performance of the workers. Age was found positively correlated with continuance commitment among the reference librarians in the study of Landry (2000). The studies of Lyons, Duxbury and Higgins (2006), Flynn & Tannenbaum, (1993), Tayyab and Tariq (2001) and Zeffane, (1994) reported that workers of private sector were more committed than public sector due to difference in management styles. Whereas Markovits, Davis, Fay and Dick (2010) found that the employees of the public sector were more committed than the private sector employees. Pfeffer and Lawler (1980) evaluated the effects of salary, availability of alternative jobs and experience on the organizational commitment and intention to remain with the organization, they resulted that salary and experience were positive significant predictors for the both for organizational commitment overall and intention to remain with the organization. Dulaimi, (2007) evaluated the effect of demographic characteristics of the workers on the level of organizational commitment in China. The factors of designation and qualification were found positively correlated with affective and continuance commitment. Chen (2000) investigate the effect of demographics on the level of organizational commitment among the 333 employees of China working in different organizations and resulted that designation was positively correlated with organizational commitment and cultural traditions also affect the level of organizational commitment. Ugboro and Obeng (2000) also reported correlation between higher designation and organizational commitment. A study by Rubin (1992) examined the effects of demographic variables on organizational commitment among school media specialists in Ohio state Nigeria and resulted that age was positively correlated with the level of organizational commitment.

While the study of Pala (2008) investigated the relationship between organizational commitment, job satisfaction and demographic characteristics among the health care staff in Turkey. The data was collected by using "Organizational Commitment Inventory" and "Minnesota satisfaction Scale". The number of respondents was 473 from 3 hospitals in Bursa. The results revealed that gender and qualification were correlated with the level of organizational commitment while qualification and experience were found positive significant predictors for job satisfaction. The study of Joo (2010) pinpointed that a slight positive relationship was detected between empowerment/designation, qualification and level of organizational commitment among the employees of public sector in Korea. A study was conducted in China by Qiao, (2009) to explore the relationship between demographic

characteristics of private, and public sector organizations with (HPWS) high performance working system and organizational commitment. The survey was based upon the responses of 1,176 participants. The results exposed that age and qualification were significantly correlated with organizational commitment but gender and marital status were not significantly correlated with organizational commitment. However, a slight relationship was detected between both and organizational commitment as the male and unmarried Chinese employees were a little more committed than female and married employees. Noor (2012) explored relationship between demographics and quality of work life in Malaysia and resulted that nature of employment/ security in job was positively correlated with the quality of work life and performance of the workers. Tansky (1997) reported that nature of employment was correlated with organizational commitment as the regular full-time workers were more committed than part time working employees.

Yucel, (2012) explored the effect of demographic variable age on the levels of job satisfaction and organizational commitment among the school teachers. The respondents were 173 out of 432 with a response ratio of 36 % through which 16 were excluded due to being incomplete responses. The study resulted that age was positively correlated with organizational commitment. A study was conducted by Salami (2008) in Oyo State Nigeria to explore relationship between demographic factors and organizational commitment. The number of respondents was 320 from different organizations. The study pinpointed that age, marital status, experience and qualification were significant predictor while gender had no correlation with organizational commitment. The job satisfaction was found significant predictor for organizational commitment. Naderi Anari (2012) reported a positive relationship between job satisfaction and organizational commitment among the high school teachers in Iran. The study of Lok and Crawford (1999) reported positive correlation between age and organizational commitment. On the other hand, Lum, et.al., (1998) discovered that attractive salary package is positively correlated with organizational commitment and desire to remain attached with the organization.

In Pakistan, Iqbal (2010) investigated the relationship between demographic variables such as age, experience, level of education and designation and organizational commitment. The data was collected from the knitwear organizations from the cities of Lahore and Faisalabad, Pakistan. The results indicated that experience was significant positive predictor while qualification was significant negative predictor for the level of organizational commitment. Whereas age and designation were not found correlated with organizational commitment. However, a modest positive relationship was detected in designation as officers were more committed than workers.

## **Research Methods**

Survey method was used using a questionnaire to investigate organizational commitment of information professionals as it was considered the most suitable method to collect data from a larger and geographically dispersed populations by selecting a small number. Also, this method was successfully used by a number of social science researchers (e.g. Adio & Popoola, 2010; Hyder & Batool, 2013; Leckie & Brett, 1997).

## **Instrumentation**

The first part of the questionnaire contained 18-items of Three Component Measurement (TCM), developed by Allen and Meyer (1991), which was designed to measure organizational commitment of employee. It has structure into three components, namely, Affective Commitment (6 statements), Continuance Commitment (6 statements), Normative Commitment (6 statements). Each statement was measured on 5-point Likert scale (e.g. 1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly agree). Since the development of TCM, it has been extensively used to measure organization commitment of

varied professionals and organizations and reported to be a reliable and valid instrument to measure organizational commitment (Bland, 1997; Erdem & Kaya, 2013). The present study also reported the value of reliability coefficient The Cronbauch's Alpha at .795 which is reasonably acceptable. While the second part of the questionnaire consisted of certain demographic variables such as age, gender, sector, area, qualification, designation, experience, employment nature, salary, and continuing education.

### **Population of the study**

The population of the study was information professionals having sixteen years of education in library and information sciences and working at professional positions in the libraries/information centers of public and private sector universities of Punjab and Islamabad, Pakistan. There were 37 public sector and 26 private sector university libraries in the province of Punjab, Pakistan while in federal capital area Islamabad there are 15 public and 07 private sector university libraries, a grand total of (52 public+ 33 private) 85 university libraries that are approved and recognized by Higher Education Commission, Pakistan. There were 8 university libraries which did not have professional staff and being managed by either non-professional staff or para-professional staff members. It was decided to exclude these universities from the population which resulted a total number of 77 university library. These 77 university libraries had 408 information professionals who were on duty during the time of data collection. It was decided to collect data from all these 408 professionals.

### **Data collection and analysis**

The questionnaire was sent by post, email to the whole available population Of 408 information professionals, in some cases, personal visits were arranged to fill the questionnaire. All the respondents were kept in close contact through telephone, email till completion of the data collection to avoid respondents from any confusion regarding the misunderstanding of the statements. The number of returned questionnaires were 329 out of 408 with a response ratio of 80.39 of the whole available population. The Statistical Package for Social Sciences (SPSS version 21) was used to analyze the data by applying descriptive statistics (e.g. frequencies, mean, standard deviation, etc.) as well as inferential statistics (e.g. Pearson correlation coefficient, ANOVA and Independent sample t-tests). The values of negative statements were reversed so that all the statement may be measured in same direction.

## **Results and Discussion**

### **Demographic Profile of Respondents**

There were 221 (67.2 %) respondents who belonged to the public sector universities and 108 (32.8 %) respondents were from the private sector. While 234 (71.1 %) respondents were from universities of Punjab and 95 (28.9 %) respondents belonged to Islamabad. As far as qualification is concerned, a majority of the respondents (n=206, 62.6%) had 16 years of education (MLIS/ BS) which was followed by those having MPhil. (n=114, 34.7%) and PhD (n=9, 2.7%). A large majority of the 268 (82.2 %) respondents were received continuing education after professional qualification. A large majority of these respondents were in their early career such as librarians (n=118, 35.9%) and assistant librarians (n=103, 31.3%). There were 47 (14.3 %) senior librarians, 43 (13.1%) chief librarians, and 18 (5.5 %) deputy librarians. Majority of the survey participants (n=204, 62%) had age up to 40 years which was followed by those having age between 41 to 50 years (n= 85, 25.8%) and 51 to 60 years (n=36, 10.9%). Only 04(1.2 %) respondents had age more than 60 years and working on contract basis.

There 229 (69.6 %) males and 100 (30.4 %) females in the survey participants. As far as work experience is concerned, 50(15.2 %) participants had the experience up to 5 years, 95

(28.9 %) participants had experience in the bracket of 6-10 years, and 141 (42.9 %) had 11-20 years. There were 31(9.4 %) respondents who had work between 21-30 years and 12(3.6 %) participants had the experience more than 30 years. A large majority of the survey sample (n=275, 83.6%) had regular employment. The analysis indicated that 43 (13.1 %) participants were taking salary up to 30 thousand rupees per month, 09 (33.1 %) were taking salary between 31 and 60 thousand, 89 (27.1 %) respondents were taking salary between 61 and 90 thousand rupees and 56 (17.0 %) were drawing salary between 91 and 120,000 rupees. Only 32 (9.7 %) of the total participants were receiving salary more than 1,20, 000 rupees.

### Perceived Organizational Commitment of Information Professionals

The respondents were asked to specify their perceived organizational commitment on a five-point Likert scale (e.g. 1=Strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5= strongly agree). The mean and standard deviation of the participants' responses were presented in Table 1. These participants slightly committed to the organization as there were only some statements for which they showed agreement with the means score of 3.62 and above.

Table 1

Mean values for each statements of organizational commitment (N=329)

Statements	Mean	SD
This organization deserves my loyalty	4.05	.77
I would be very happy to spend the rest of my career with this	3.97	.93
I owe a great deal to my organization	3.93	.93
I really feel as if this organization's problems are my own	3.92	.85
This organization has a great deal of personal meaning for me	3.86	1.02
I would not leave my organization right now because I have a sense of obligation to the people in it.	3.77	.92
It would be very hard for me to leave my organization right now even if I wanted to	3.68	1.00
Right now, staying with my organization is a matter of necessity as much as desire	3.62	.90
Too much of my life would be disrupted if I decide, I wanted to leave my organization now	3.46	1.05
I feel that I have too few options to consider leaving this organization	3.33	1.11
I would feel guilty if I left my organization now.	3.29	1.09
Even if it were to my advantage, I don't feel, it would be right to leave my organization now.	3.25	.97
If I had not put so much of myself in this organization, I might consider working elsewhere	3.22	1.00
I don't feel any obligation to remain with my current employer	3.20	1.01
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	3.11	1.01
I don't feel a strong sense of "belonging" to my organization	2.55	1.13
I don't feel "emotionally attached" to this organization	2.55	1.15
I don't feel like "part of the family" at my organization	2.53	1.17

The mean and standard deviation of the participants' responses for each facet of organizational commitment (affective, continuance and normative) were outlined in Table 2. The composite mean scores of the survey participants for each facet and overall organizational

commitment ranged from 3.52 to 3.69. It meant that information professionals working in university libraries were slightly committed to their organizations overall along with its three components as the mean values were a little greater than the neutral mean value 3.0. The highest mean score was shown for affective type of commitment which addresses the emotionally attachment, devotion and loyalty with the organization. The second highest score 3.52 was related to normative commitment which refers to the feelings of obligation with the organization, devotion and loyalty due to some ethical reasons. The lowest score 3.40 was related to continuance commitment which represents the commitment by dent of the financial and none financial benefit policies for the employees. The results indicate that level of commitment regarding this aspect was weak than other two types. It is alarming situation and demanded to remove the flaws existing within the procedure, policies and managerial structure of the organization.

Table 2

Mean values of facets of organizational commitment (N=329)

<b>Facets of Organizational Commitment</b>	<b>Mean</b>	<b>SD</b>
Affective Commitment	3.69	.643
Continuance Commitment	3.40	.637
Normative Commitment	3.52	.542
Overall Organization Commitment	3.53	.395

### **Relationship Between Demographic Variables and Organizational Commitment**

#### **Age and organizational commitment**

The measure of Pearson product-moment correlation coefficient was utilized to test the correlation between age and overall organizational commitment along with its three facets while having age as an independent variable. Table 3 indicated no statistically significant correlation between age and organization commitment as p-values for overall scale and for tis three facets were greater than alpha value ( $P > .05$ ). These results were in line with those of Iqbal (2010), Irving, Coleman, and Cooper (1997), NaderiAnari (2012) and Lok and Crawford (1999) who also reported similar results.

Table 3

Age and organizational commitment (N=329)

<b>Organizational Commitment</b>	<b>Pearson correlation</b>	<b>Sig.</b>
Affective Commitment	.001	.992
Continuance Commitment	.070	.205
Normative Commitment	.073	.189
Overall Scale	.071	.198



### Gender and organizational commitment

The results of an independent sample t-test in Table 4 indicated no statistically significant relationship between organizational commitment and gender of information professionals as p-values for overall organizational commitment and for its three facets (affective, continuance and normative) are greater than the alpha values (.05). These results are consistent to the findings of Al-Ajmi (2006), Naderi Anari (2012), Suki & Suki, (2011) who reported that gender was not correlated with organizational commitment.

Table 4  
Gender and organizational commitment (N=329)

Organizational Commitment	Gender				t-statistics	Sig.
	Male		Female			
	Mean	SD	Mean	SD		
Affective Commitment	3.69	.634	3.66	.666	.439	.661
Continuance Commitment	3.41	.648	3.38	.613	.427	.669
Normative Commitment	3.52	.539	3.51	.550	.137	.891
Overall Scale	3.54	.395	3.52	.396	.531	.596

### Sector and organizational commitment

An independent sample t-test was utilized to test the relationship between sector and organizational commitment of information professionals. Table 5 indicated no statistically significant relationship between organizational commitment and sector of information professionals as p-values for overall organizational commitment and for its three facets (affective, continuance and normative) are greater than alpha values (.05). These results appeared consistent to the previous study of Markovits, Davis, Fay and Dick (2010) who reported employees from public sector organizations were more committed than private sector but contradicted with Lyons, Duxbury, Higgins, (2006), and Tayyab & Tariq, (2001) who reported employees from private sector organizations were more committed than public sector.

Table 5  
Sector and organizational commitment (N=329)

Organizational Commitment	Sector				t-statistics	Sig.
	Public		Private			
	Mean	SD	Mean	SD		
Affective Commitment	3.70	.643	3.64	.644	.886	.377
Continuance Commitment	3.43	.701	3.33	.473	1.645	.101
Normative Commitment	3.53	.540	3.47	.544	.957	.339
Overall Scale	3.56	.394	3.48	.393	1.699	.090

### Area and organizational commitment

The results of an independent sample t-test in Table 6 revealed no statistically significant relationship between area and organizational commitment as p-values for overall organizational commitment and for its three facets (affective, continuance and normative) are greater than alpha values (.05).

Table 6  
Area and organizational commitment (N=329)

Organizational Commitment	Area				t-statistics	Sig.
	Punjab		Islamabad			
	Mean	SD	Mean	SD		
Affective Commitment	3.71	.643	3.63	.645	1.057	.291
Continuance Commitment	3.42	.679	3.35	.520	.980	.328
Normative Commitment	3.54	.544	3.46	.536	1.245	.214
Overall Scale	3.56	.388	3.48	.409	1.618	.107

### Qualification and organizational commitment

One-way ANOVA (Analysis of Variance) was performed to investigate the relationship between participants' qualification and their organization commitment. Table 7 revealed no statistically significant relationship between participant's qualification and organizational commitment for the overall scale as well as all its facets except for the facet of 'affective commitment' as the P-value was lesser than the alpha value ( $P < .05$ ). Moreover, the Post hoc analysis indicated that the professionals having postgraduate qualification had higher affective commitment as compared to those who were having graduate qualification as the Mean scores of these professionals were higher than those having graduate level qualification. These results partially agree with the findings of Allen and Meyer (1990), Dulaimi (2007), Joo (2010), and Lok and Crawford (1999) who also reported positive relationship between qualification and organizational commitment.

Table 7  
Qualification and organizational commitment (N=329)

Organizational Commitment	Qualification						F-Stats	Sig.
	MLIS		MPhil		PhD			
	Mean	SD	Mean	SD	Mean	SD		
Affective Commitment	3.57	.621	3.90	.621	3.67	.781	10.26	.000*
Continuance Commitment	3.44	.680	3.34	.549	3.37	.633	.960	.384
Normative Commitment	3.48	.534	3.58	.540	3.44	.716	1.14	.321
Overall Scale	3.498	.393	3.605	.394	3.493	.359	2.76	.064

\* $P < .01$  and  $.05$

### Designation and organizational commitment

The results of One-way ANOVA in Table 8 revealed no statistically significant relationship between respondents' designation and organizational commitment for the overall scale as well as all its facets except for the facet of 'affective commitment' as the P-value was lesser than the alpha value ( $P < .05$ ). Moreover, the Post hoc analysis indicated that the information professionals having higher designations had higher affective commitment as compared to those who were having lower designation as the Mean scores of these professionals were higher than those having lower designations. It meant that the affective commitment increases as the designation of information professional moves towards upper level. These results partially in line with those of Chang, Leach and Anderman (2015), Chen (2000), Dulaimi (2007), Iqbal (2010) and Ugboro and Obeng (2000) who reported higher designation positively correlate with organizational commitment. These results are not unexpected as the autonomy, authority, and high designation create the feelings of responsibility to achieve the goals of the organization as the designation and authority increases a desire to accomplish the task of the organization also increases and a sense of obligation inspires due to recognition of abilities being promoted or appointed at higher position having important role within the organization naturally enhances the level of loyalty, desire to stay with the organization.

Table 8  
Designation and organizational commitment (N=329)

Organizational Commitment	Designation										F Stats	Sig.
	Chief Librarian		Deputy Chief Librarian		Senior Librarian		Librarian		Assistant Librarian			
	M	SD	M	SD	M	SD	M	SD	M	SD		
Affective	3.85	.554	3.88	.728	3.95	.621	3.69	.646	3.45	.599	6.90	.000*
Continuance	3.24	.513	3.56	.653	3.42	.500	3.32	.627	3.51	.724	2.23	.065
Normative	3.42	.554	3.30	.472	3.63	.543	3.49	.570	3.55	.502	1.78	.132
Overall Scale	3.50	.354	3.58	.397	3.67	.350	3.50	.411	3.51	.403	1.83	.123

\* $P < .01$  and  $.05$

### Experience and organizational commitment

The results of a Pearson correlation test in Table 9 indicated no correlation between work experience and for three facets organization commitment of information professionals as p-values are greater than alpha value (.05). However, Table 10 revealed statistically significant correlation between overall organizational commitment and work experience of information professionals ( $P < .05$ ). Moreover, the p-value (.056) of the facet 'affective commitment' is very close to alpha value (.05). These results partially disagree with those of Lok and Crawford (1999) and Meyer and Allen (1984) who reported that experience was not correlated with organizational commitment. While on the other hand, these results were partially consistent with those of Valaei and Rezaei (2016), Iqbal (2010) and Pfeffer and Lawler (1980) who found work experience as positively correlated with organizational commitment. These results were not unexpected because more experience enhances the skills and feelings of attachment with the job and length of experience within an organization instigates the feelings of obligation and attachment with the organization.

Table 9  
Experience and organizational commitment (N=329)

Organizational Commitment	Pearson correlation	Sig.
Affective Commitment	.106	.056
Continuance Commitment	.071	.198
Normative Commitment	.089	.108
Overall Scale	.136*	.013

\*Correlation is significant at alpha .05 level

### Nature of employment and organizational commitment

Table 10 indicated statistically significant relationship between organizational commitment and nature of employment of information professionals as p-values for overall organizational commitment and for its facet of 'affective commitment' were less than alpha value. In addition, there was no statistically significant relationship of nature of employment with 'Continuance Commitment' and 'Normative Commitment' as p-values for these facets were greater than alpha value. However, regarding the 'normative commitment' (obligatory type due to some ethical point of view) was very close to alpha value. These results implied that the information professionals having regular employment had higher organizational commitment than those having contractual employment as mean score of regular employees were higher. These results were consistent to the studies of Noor (2012) and Tansky, (1997) who reported that the employees having regular jobs had higher level of organizational commitment.

Table 10  
Nature of employment and organizational commitment (N=329)

Organizational Commitment	Nature of Employment				t- statistics	Sig.
	Regular		Contractual			
	Mean	SD	Mean	SD		
Affective Commitment	3.73	.649	3.46	.566	2.90	.004*
Continuance Commitment	3.42	.655	3.29	.527	1.60	.113
Normative Commitment	3.54	.543	3.39	.520	1.89	.059
Overall Scale	3.56	.387	3.38	.398	3.21	.001*

\*P<.01 and .05

### Salary and organizational commitment

The one-way ANOVA results in Table 11 indicated statistically significant relationship between participants' salary and organizational commitment for the overall scale as well as for the facet of affective commitment as the P-value was lesser than the alpha value. In addition, the Post hoc analysis resulted that the information professionals having higher salary had higher affective commitment as compared to those who were having lower salaries as the mean scores of these professionals were higher than those having lower salaries. It meant that that the affective commitment and overall organizational commitment increases as the salaries of

information professionals raised. There was no statistically significant relationship of salary with 'continuance commitment' as well as 'normative commitment'. These results are supported by previous studies of Akhtar (2014), Lum, et.al. (1998) and Pfeffer and Lawler (1980) who reported that an attractive and reasonable salary package is positively correlated with organizational commitment.

Table 11  
Salary and organizational commitment (N=329)

Organizational Commitment	Salary										F	Sig. Stats
	Up to 30K		31-60K		61-90K		91-120K		120K+			
	M	SD	M	SD	M	SD	M	SD	M	SD		
Affective	3.70	.618	3.52	.633	3.72	.623	3.81	.646	3.92	.657	3.62	.007
Continuance	3.37	.454	3.27	.630	3.51	.676	3.49	.660	3.44	.658	2.23	.066
Normative	3.51	.530	3.42	.556	3.56	.474	3.60	.602	3.56	.556	1.42	.226
Overall Scale	3.53	.382	3.40	.427	3.59	.330	3.64	.385	3.64	.372	5.37	.000

\*P<.01 and .05

### Continuing education and organizational commitment

Table 12 indicated no statistically significant relationship between organizational commitment and continuing education of information professionals as p-values for overall organizational commitment and for its three facets (affective, continuance and normative) are greater than the alpha values (.05).

Table 12  
Continuing education and organizational commitment (N=329)

Organizational Commitment	Continuing Education				t-statistics	Sig.
	Training receivers		Not receivers			
	Mean	SD	Mean	SD		
Affective Commitment	3.72	.642	3.54	.636	1.875	.062
Continuance Commitment	3.39	.661	3.48	.508	-1.219	.226
Normative Commitment	3.52	.546	3.48	.527	.518	.605
Overall Scale	3.54	.392	3.50	.408	.696	.487

### Conclusions

The analysis indicated that the information professional working at university libraries were slightly committed to their academic institutions which needs to be improved. It might affect their work performance which would ultimately affect library and information services intended to support teaching and research. If the library and information services of any academic institution did not meet the requirement of its community such as faculty, students, and staff, the teaching quality and research productivity of that institution might be compromised which would ultimately restrict academic institutions in achieving its goals and

objectives. Therefore, the university administration should collaborate with the library administration in planning a mechanism for improving the organizational commitment of library staff so that efficiency and effective of information services may be improved. The results of this research can be used in planning such mechanism as participants' qualification, designation, experience, employment nature, and salary appeared to be positive correlatives of organizational commitment.

It is recommended that organizations should take steps to enhance the commitment level of the information professionals by recognising reasonable and good salary packages to stimulate the feelings of loyalty and commitment. The working environment should be made more amicable and comfortable for female community keeping in view their suggestions concerning policies. An acceptable service structure should be offered and promotions should be made properly well in time. The academic institutions should also work for job satisfaction of library workers as it also appeared predictor of organisational commitment in most of studies addressing organizational commitment. In limitation, this research does not claim in any way to be the voice of the whole community of library professional as the data were collected only from the province of Punjab and federal area Islamabad.

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