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Causal Relationship between Organizational Commitment and Job Satisfaction of Library and Information Professionals: A Canonical Correlation Analysis

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Abstract

This study examines the constructs of job satisfaction and organizational commitment. In this study, a canonical correlation analysis (CCA) was used to estimate relationships between identified dimensions of job satisfaction and organizational commitment. This study confirmed previous research showing that job satisfaction and organizational commitment constructs have positive and canonical relationship. The study samples are 405 of Library and Information Professionals selected randomly at the 2014 Annual General Meeting (AGM) of Nigeria Library Association held in Osogbo, Osun State, Nigeria. A structured questionnaire was prepared for the purpose of collection of data and the data were collected using Job Satisfaction Survey dimension of job satisfaction are autonomy, remuneration, promotion, supervision, condition of service, job significant, co-workers, skill variety, procedures as it is used by Humborstad and Perry (2011) while Organizational Commitment Scales affective, normative and continuance as it is used by Field (2002). In this study, three canonical correlation coefficients (CCC) were estimated, and the first two of them were significant (0.653 and 0.597, $p < 0.001$) with respect to the likelihood ratio test while third CCC was no significant (0.271, $p > 0.001$). Also the squared canonical correlation coefficient indicates the proportion of variance a dependent variable linearly shares with the independent variable generated from the observed variable's set (i.e., the canonical variates) where job satisfaction accounted for 21.36% of the variance in organizational commitment while organizational commitment explained 17.15% of the variations in job satisfaction.

Keywords: Library and Information Professionals, Job Satisfaction, Organizational Commitment, Canonical Correlation, CCA

Introduction

The relationship between organizational commitment and job satisfaction has received much attention from behavioural scientists and researchers overtime. Researchers examined the relationship between highly organizational commitment and job satisfaction; discussed relationship factors between organisational commitment and employee turnover and job satisfaction; investigated the relationship between organisational commitment and the overall effectiveness of an organisation. Organizational commitment and job satisfaction have been two of the recurring constructs in the scientific literature about work organization. Traditionally, they have been associated with the desired and undesired behavior of those who interact inside an organizational system. These concepts have always sought to accurately measure and improve both the organisation as a whole and the individual workers (Meyer, Stanley, Herscovitch and Topolnytsky, 2002 and Petzall, Clayton and Margret, 2006).

The impact of job satisfaction on organizational commitment has also been studied extensively, since the evolution of the concept of organizational commitment; researchers have been working in different organization on the antecedent and impacts of organizational commitment and job satisfaction.

The concept of organizational commitment in management and behavioral sciences literature is described as the most important element of the correlation between persons and organizations; it is the relative strength of an individual's identification with and involvement in a particular organization; it is an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and a belief in the organization's values. It is a subject of much interest in academic research in terms of providing the continuity of the organizations, merging the objectives of the organization with the purposes of the employees, increasing employee satisfaction, reducing the rate of labor turnover, identifying employees themselves with the organization, and employees' using their knowledge and skills for the organization. Organizational commitment has been linked to important outcomes such as

performance and turnover, actual performance, organizational citizenship behavior, turnover, work effort, intention to search or leave, job performance, self-reported citizenship, and absenteeism (Riketta, 2002; Meyer, Stanley, Herscovitch and Topolnytsky, 2002; Pfeffes and Salincik, 2003; Cohen, 2006; Sharma and Bajpai, 2010 and Tok, 2013).

Organizational commitment is matter of concern both for employee and employer for better work environment of the organization. It improves the attitude of the employee towards the job and organizational retention is developed gradually as the employee analyzes nature of the organization, culture, environment, standards and moral. Organizational commitment is an approach showing employee's devotion to the particular organization, and a continuing procedure during which employees convey their apprehension for the particular organization and its continuous achievement. It is a major element in employee bonding with organizational environment. Organizational commitment is simply a triangle which shows an employee's recognition with, participation in, and devotion to a particular organization.

The study of organizational commitment requires a multi-dimensional approach as multiple forms of commitment have been identified. Commitment has been conceptualized at the job, organizational, and occupational levels as individuals can be committed to different components of the work situation; distinctions also exist among the types of organizational commitment. Key dimensions of organizational commitment include calculative, attitudinal, affective, normative, and continuance commitment (Cooper-Hakim and Viswesvaran, 2005).

Nonetheless, researchers typically conceptualize commitment in terms of three dimensions: affective, continuance, and normative (Allen and Meyer, 1990). Other conceptual factors based the acceptance of the organization's goals and values (identification), the willingness to invest effort on behalf of the

organization (involvement), and the importance attached to keeping up the membership in the organization (loyalty). These characteristics imply that the members of the organization wish to be active players in the organization, impact on what is going on in it, feel that they have high status within it, and are ready to contribute beyond what is expected of them (Cooper-Hakin and Viswesvaran, 2005; Hassan, Hassan and Mabekoje, 2008).

Job satisfaction has been defined in several ways which makes its definitive designation very difficult. It is how people feel about their jobs and different aspects of their jobs (Spector, 1997). Job satisfaction is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs; depending on the balance between work-role inputs such as education qualification, working time and effort, and remunerations or work-role outputs wages, fringe benefits, status, working conditions, promotion and job role or description. It can be viewed from two dimensions; intrinsic and extrinsic. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job while extrinsic sources of satisfaction are situational and depend on the environment (Sousa-Poza and Sousa-Poza, 2000; Armstrong, 2003). Job satisfaction is one of the criteria of establishing a healthy organizational structure. Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing (Nelson, 2006 and Mallaiah 2008). Job satisfaction is considered to be a subjective term, defined in various ways based on the research interest by different researchers (Buitendach and De Witte, 2005; Wright, 2005; Chen, 2006; Wan, 2007; Sahinidis and Bouris, 2008; Fitcher and Cipolla, 2010; Yucel and Bektas, 2012; Yamaguchi, 2012; Yucel and Bektas, 2012).

Canonical correlation analysis (CCA) is a multivariate statistical technique that studies the relationship between a set of predictor (independent) and a set of criterion (dependent) variables or between two pairs of vectors. Canonical correlation analysis can be seen as the problem of finding basis vectors for two sets of composite variables such that the correlation between the projections of these variables onto these basis vectors are mutually maximised. Canonical correlation analysis seeks a pair of linear transformations one for each of the sets of variables such that when the set of variables are transformed the corresponding co-ordinates are maximally correlated. Organizational commitment (OC) and job satisfaction (JS) are two multi-dimensional constructs (composite variables) which that have causal relationship with one another.

Objective of the study

There is little or no research of canonical correlation analysis between organizational commitment and job satisfaction as it related to library and information profession. In any case, the overriding concern is with the structural relationship between the two sets of data as a whole, rather than the associations between individual variables as it agreed with Sherry and Henson, (2005) that canonical correlation analysis is appropriate when examining the relationships between two sets of measures, and the measures within sets are themselves correlated. It is for this reason that this researchers use canonical analysis in preference to other more simple forms of correlation. The main objective of this research is to describe the canonical relationships between the two sets of composite variables among library and information professionals in Nigeria. The objective this study in determining the interrelationships between organizational commitment (OC) and the dimensions of job satisfaction (JS) among library and information professionals and will also find if there is any canonical causal relationship between organizational commitment and job satisfaction.

Literature Review

Organization commitment is the three-component multidimensional approach advanced by Meyer and Allen (1997). Affective commitment was defined as positive feelings of identification with, attachment to, and involvement in the work organization; the second dimension termed continuance commitment defined as the extent to which employees feel committed to their organizations by virtue of the costs that they feel are associated with leaving and the third dimension termed normative commitment is described as the employees' feelings of obligation to remain with the organization.

Researchers have advocated the value of organizational commitment with different factors such as performance and turnover, actual performance, organizational citizenship behavior, turnover, and absenteeism, job performance, perception of alternatives, intention to search or leave, reduced absenteeism, personal characteristics (i.e., age, tenure, sex, ability), role states (i.e., role ambiguity, role conflict, role overload), job characteristics (i.e., task autonomy, challenge, job scope), group-leader relations (i.e., group cohesiveness, leader initiating structure, participative leadership), and organizational characteristics. (i.e., size, centralization), task autonomy/identity, supervisory feedback, organizational dependability, perceived participatory management, age, tenure, co-worker commitment, organizational dependability, participatory management), while the antecedents of continuance commitment include age, tenure, career satisfaction, intent to leave, attractiveness of alternatives and comparison with others' balance of rewards and costs are primary (Riketta, 2002, Meyer, Stanley, Herscovitch, and Topolnytsky, 2002, Cohen, 2006).

According to Danish and Usman (2010), job satisfaction is the enjoyable and emotional state resulting from the evaluation of one's job or experience; the employee's feels fulfillment and pride in achieving the business's goals. Gareez (2006) in his own view sees job satisfaction occurring when someone feels

he/she has proficiency, value, and is worthy of recognition.

Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. Luthan (1998) posited that there are three important dimensions to job satisfaction: job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred; job satisfaction is often determined by how well outcome meet or exceed expectations; and job satisfaction represents several related attitudes such as work itself, pay, promotion opportunities, supervision and coworkers which are most important characteristics of a job about which people have effective response. Job satisfaction is so important that its absence often leads to lethargy and reduced organizational commitment (Moser, 1997).

Researchers found job satisfaction to be significantly affect age, qualification, marital status, mental and physical health and overall satisfaction with life; overall well-being, present pay, benefit; promotion opportunities; teaching; research; administration and management; supervision/supervisor behavior; behavior of co-workers and physical conditions/working conditions; organization vision; respect; result feedback and motivation; availability of power and status, and task clarity of jobs' schedule, identify education, experience, and position in the hierarchy, autonomy, tasks repetitiveness, degree of professionalization, quits and labor productivity (Adeyemo, 2000; Sousa-Poza and Sousa-Poza, 2001; Clark 2001; Shields and Price, 2002; Belfield and Harris, 2002; Garrett, 2005; Chen, 2006; Hassan, Hassan and Mabekoje, 2008; Adio and Popoola, 2010).

According to Hassan, Hassan and Mabekoje (2008) many controversies have trailed the nature of relationship between OC and JS. Various studies revealed complex relation between the dimensions of organizational commitment (OC and job Satisfaction (JS). The dimension of Job satisfaction turned out less stable to some extent than organizational commitment (OC). The causal relationship between the two

constructs is therefore not clearly understood as little research has been specifically carried out on the issue with mixed results and methodological problems (Tella, Ayeni and Popoola 2007).

In some cases dependent and independent variables between both organizational commitment and job satisfaction have been difficult to determine hence the causal relationship between the two multidimensional constructs was understudy. Various directions of the relationship have been observed due to interrelated components of these two constructs. Organizational commitment variables (affective, continuance and normative) and job satisfaction (education, remuneration, promotion, supervision, condition of service, job role, co-workers, supervision, procedures) variables are reciprocally related.

Methodology/Data Analysis

Canonical correlation analysis was used to assess the strength and nature of the relationships between organization commitment (OC) and job satisfaction (JS). Canonical correlation is a statistical procedure specifically designed to allow for the estimation of correlation coefficients between sets of variables. Canonical correlation is one of the least frequently used multivariate techniques, it is the appropriate strategy for evaluating the degree of relationship between multiple dependent and independent variables when the variables are continuous and there is no covariate (Tabachnick and Fidell, 2007).

Different dimensions of job satisfaction have varied levels of correlations with organizational commitment. Identified dimensions of organizational commitment are affective, continuance and normative developed by Allen and Meyer (1991) as it is used by Humborstad and Perry (2011) while dimensions of job satisfaction are autonomy; remuneration; promotion; supervision, condition of service; job significant; co-workers; skill variety and procedures. A structured questionnaire was prepared for the purpose of collection of data. The Job Satisfaction Survey (JSS) developed by Hackman & Oldham,

(1980) and Fields, (2002) to assess employee attitudes about certain aspects of their job was adopted. All of the scales were measured on 5-point Likert Scale ranging from 1 to 5.

The instruments were administered to the participants personally by the researchers at the Nigerian Library Association (AGM) held in Osogbo, Osun State of Nigeria. The instruments were collected and sorted for analysis. The data obtained from the instruments were analyzed using various statistical tools. The Nigerian Library Association (AGM) provides a clear picture and good coverage for library and information professionals.

A pilot study was done to check the reliability and validity of the initial questionnaire using 30 library and information professionals, thus the results helped us in improving the questionnaire. The results obtained Cronbach's alpha 0.84 for job satisfaction and 0.81 for organizational commitment validity / reliability of the scale was significant. The Canonical Correlation Analysis (CCA) was used to test the research hypotheses and results were tested at the 0 .05 level of significance.

Participants in this study are 405 library and information professionals selected at the 2014 Annual General Meeting of the Nigerian Library Association held in Osogbo. This is made up of 216 (53.33%) female and 189 (46.67%) male library and information professionals with age ranging from 217 (53.58%) up to 35 years, 99 (24.44%) from 36 to 45 years, 89 (21.98%) and from 46 to 55 years. In this study (94, 23.2%) are PhD holder, (207, 51.1%) are Master's degree holder while (104, 25.68%) comprises of others.

Table 1: Descriptive Statistics of Job satisfaction and Organizational Commitment Dimensions

ITEMS	N	Mean	Std. Dev.
Job Satisfaction			
Autonomy	405	3.3289	1.4465
Remuneration	405	3.3322	1.4256
Supervision	405	3.1462	1.3302
Promotion	405	3.5055	1.1977
Job Significant	405	3.4505	1.3029
Condition Of Service	405	3.3916	1.3837
Co-Workers	405	3.0396	1.8465
Skill Variety	405	3.8818	1.2093
Procedures	405	3.3713	1.7651
Organizational Commitment			
Normative	405	1.9305	0.6832
Affective	405	1.2808	1.1446
Continuance	405	1.3909	0.8651

Sources: Field (2014)

The result in Table1 shows that promotion, remuneration and condition of service are important factors for the employees in their various organizations, and have moderate satisfaction level while procedure, co-workers and supervision have low according to satisfaction levels. Autonomy, skill variety and procedures are the most satisfying factors for employees. Skill variety was ranked first with mean value (Mean=3.8818, SD= 1.2093), promotion was ranked second with mean value (Mean=3.4505, SD=1.3029), job significant was ranked third with mean value (Mean=3.4505, SD=1.3029) and procedures was ranked fourth with mean value (Mean=3.713, SD=1.7951). This result implied that employees are highly satisfied in general point of view.

Table 2 also shows the descriptive analysis result of organizational commitment with normative commitment exhibiting the highest ranking with mean value (Mean=1.9305, SD=0.6832), continuance commitment was ranked second with a mean value (Mean=1.3909, SD=0.8651), and affective commitment was ranked last with (Mean= 1.2808, SD=1.1446).

Table 2: Intercorrelation of dimension of Job Satisfaction and Organizational Commitment

ITEM	JSS	AA	RE	SP	PP	PR	JS	CS	CW	SV	OC	NC	AF	CC
JSS	1													
AA	-.423**	1												
RE	.549**	.256**	1											
SP	.630**	-.330*	.531**	1										
PP	.556**	.532**	.167*	.056*	1									
PR	-.546*	.344	.131**	.311**	.530**	1								
JS	.344**	.558*	.344**	-.344**	-.243**	.465**	1							
CS	.456**	.530**	.530	.551**	.556**	.451**	.243**	1						
CW	.890**	.556*	.556**	-.216*	.431**	-.556**	.256**	.121	1					
SV	.576**	.530**	.526**	.322**	.319**	.471**	-.465**	.256*	.516**	1				
OC	.342**	.531**	.421**	.344	-.131**	.311**	.530**	-.530**	-.121**	.452**	1			
NC	.766**	.641**	.222**	.558**	.344**	-.344*	-.243**	.431**	.233**	.467**	.234**	1		
AF	.576**	.611**	.231**	.530**	.530	.551**	.556**	.216**	.236**	.891**	.345**	-.566**	1	
CC	.790**	.237**	.143*	.556*	.556**	.216**	.431**	.344**	.530*	.431**	.530**	.131	.341**	1

Sources: Field (2014)

**Correlation is significant at the 0.05 level (2 tailed)

* Correlation is significant at 0.01 level (2 tailed)

From Table 2 above, JSS= Job Satisfaction; AA= Autonomy; RE= Remuneration; SP= Supervision; PP= Promotion; PR= Procedure, JS= Job Significant; CS = Condition of Service; CW= Co-Workers, SV= Skill Variety; OC= Organizational Commitment; NC= Normative Commitment; AF= Affective Commitment; CC= Continuance Commitment.

Data were analyzed using correlations between variables to discover statistically significant relationships and to detect signs of multi collinearity. Table 2 shows that there is a negative relationship between Job Satisfaction and Autonomy, Normative Commitment; Affective Commitment, Organizational Commitment and Condition of Service at significance level of (r = 0.060, P>0.5), (r = 0.239, P>0.5) respectively, but there is a positive relationship between JSS and overall Organizational Commitment at a

significance level as ($r = 0.169$, $P > 0.5$ at significance level of ($r = 0.031$, $p < 0.5$) and ($r = 0.316$, $p < 0.5$) respectively. In addition, it was found that a significant positive relationship exist between Organizational Commitment and job satisfaction as ($r = 0.373$, $p < 0.1$). The results indicated dimensions of job satisfaction and organizational commitment are significantly related within and between each other.

Canonical Correlation Analysis

Table 3: Test of Canonical Dimension

Dimension	Canonical Correlation	Squared Correlation	Wilks	Df	F-Ratio	Probabilit Pr > F
1	0.653	0.551	0.449	29	5.207	< 0.001
2	0.597	0.323	0.901	32	3.043	< 0.001
3	0.271	0.094	0.564	12	1.257	< 0.001

	Dimension 1		Dimension 2		Dimension 3	
	Standard Canonical Coefficients	Canonical Loadings	Standard Canonical Coefficients	Canonical Loadings	Standard Canonical Coefficients	Canonical Loadings
Organization Commitment as Dependent variable						
Affective	-0.336	-0.655	0.762	0.618	0.682	0.411
Normative	-0.818	-0.386	-0.644	-0.644	0.784	0.629
Continuance	-0.211	-0.897	-0.333	-0.141	-0.950	-0.412
Job satisfaction as Independent variable						
Autonomy	-0.229	-0.482	-0.098	-0.278	0.396	0.338
Remuneration	-0.537	-0.655	0.059	-0.164	0.108	0.212
Supervision	-0.336	-0.713	-0.226	0.299	-0.911	-0.399
Promotion	-0.554	-0.399	-0.518	-0.812	0.325	0.245
Job Significant	0.192	-0.219	0.133	-0.121	-0.223	-0.106
Condition Of Service	-0.094	-0.422	-0.11	-0.198	-0.512	-0.199
Co-Workers	0.167	-0.275	0.752	0.199	0.376	0.132
Skill Variety	-0.327	-0.776	0.116	0.396	0.666	0.167
Procedures	-0.214	-0.663	0.144	0.334	0.311	-0.186

Sources: Field (2014)

Table 3 shows canonical correlation analysis (CCA) using both continuous and discrete variables to create composite for the two constructs of organizational commitment and job satisfaction. The composite constructs are then correlated and produced a coefficient and canonical correlation. Table 3

shows all canonical correlation coefficients (0.653, 0.597 and 0.271, $P < 0.001$) with respect to the F-ratio test. Tests of dimensionality for the canonical correlation analysis, as shown in Table 3, indicate that two of the three canonical dimensions are statistically significant. Dimension 1 and dimension 2 had a canonical correlation of 0.653 and 0.597 between the sets of variables, while for dimension 3 the canonical correlation was much lower at 0.271. The table shows the standard canonical coefficients for the first factor, normative commitment (-0.818) in the case of organizational commitment and remuneration (-0.537), supervision (-0.366), promotion (-0.554) and skill variety (-0.327) for job satisfaction. However, for the second factor, the most important variables are affective commitment (0.762), affective commitment (-0.644) and continuance commitment (-0.333) in the case of organizational commitment. For job satisfaction, the most significant dimensions are co-workers (0.752) and promotion (-0.518).

Table 3 above also shows the level of significant of the canonical loading, that is, the correlations between a variable in a set and its own canonical variate between 0.30 to 0.50, affective commitment (-0.655), continuance commitment (-0.897) very significant while and normative commitment (-0.386), is significant. Also skill variety (0.776) supervision (-0.713), remuneration (-0.655) and procedures (-0.663) very significant, autonomy (-0.482) and condition of service (-0.422) important, promotion (-0.399) significant while co-workers (-0.275) and job significant (-0.219) are less significant. This implied that organization commitment constructs are related with supervision, remuneration, procedures, autonomy, condition of service and promotion. This corroborate with Field (2002) and Meyer, Stanley, Herscovitch and Topolnytsky, (2002) that organizational commitment constructs are functions of supervision remuneration, procedures, autonomy, condition of service and promotion.

Table 4: Redundancy Analysis of Dependent and Independent Variates for the Canonical Functions

Standardized Variance of the Dependent Variables

Canonical Function	Shared Variance	Percentage	Redundancy	Percentage	Canonical R2
1	0.5545	55.45	0.2148	21.48	44.3
2	0.2918	29.10	0.5890	5.89	21.1
3	0.1557	15.57	0.0880	0.85	3.3

Standardized Variance of the Independent Variables

Canonical Function	Shared Variance	Percentage	Redundancy	Percentage	Canonical R2
1	0.4114	41.14	0.1715	17.15	44.3
2	0.0891	8.91	0.4400	4.40	21.1
3	0.1253	12.53	0.0900	0.90	3.3

Sources: Field (2015)

The table shows redundancy index, that is, the variation in the dependent variable set that is explained by the independent variable set and vice versa. From the above Table 4, the result shows that of 0.5545 that is 29.18% of total variation in the set was explained by all canonical variables OC, while the redundancy measure of 0.2148 for the first canonical variable suggests that about 21.48% of the ratio was explained by canonical variable JSS. Also, it was found that the redundancy ratio of 0.4114 of total variation in the JSS characters set was explained by the first canonical variable, while the redundancy measure of 0.1715 for first canonical variable suggests that about 17.15% of the ratio was explained by canonical variable OC. To this end, this study agreed with Jernigan et al, 2002; Lok and Crawford, 2001 that job satisfaction is a predictor of organizational commitment and has significant relationship between one another.

Discussion of Results

The result of the analysis revealed that job satisfaction and organizational commitment are canonically related for library and information professionals. The responses in the study indicated that normative and affective commitment correlated with job satisfaction irrespective of the skill variety, job significant promotion and supervisor while continuance correlated with promotion and supervision. This indicates that organization needs to redesign appropriate plans for library and information professionals in regard to autonomy, remuneration, condition of service, co-workers and procedures.

The result of the analysis also showed that canonical relationship exists between the dimensions of job satisfaction and organization commitment tested. The study correlate the two dimensions in line with the study conducted by Cheng and Stockdale (2003), Tella, Ayeni and Popoola (2007) and Hasan, Hassan and Mabekoje (2008) that job satisfaction and organizational commitment are two very relevant working attitude, which means that strong relationship existed between the constructs and there is some overlap of the two working attitude when there is an effect on other variables.

The relationship between job satisfaction and organizational commitment is similar in both individual and organizational level, autonomy; remuneration; supervision; promotion; procedure, job significant; condition of service; co-workers, skill variety; normative commitment; affective commitment and continuance commitments are the significant determinants of both job satisfaction and organization commitment. In the organization level, job satisfaction is causally antecedent to organizational commitment while continuance, normative and affective is also causally antecedent to job satisfaction at individual level. This finding confirm the result of Jernigan, Beggs and Kohut (2002) and Hassan, Hassan and Mabekoje (2008) that both job satisfaction and organizational commitment are correlated canonically, though weaker causal effect exists between organizational commitment and job satisfaction, but higher causal effect exists between job satisfaction and organizational commitment.

Conclusions and Recommendations

Though several studies have been conducted to test the causal relationship between JS and OC, the causal relationship between the two constructs is not clearly understood as little research has been specifically carried out on the issue with mixed results and methodological problems, the results of the study showed that organizational commitment is causally antecedents of job satisfaction and both constructs are canonically related that is, both constructs are reciprocally related. Job satisfaction is one of the factors that contribute to normative, continuance and affective commitment of employee in any organization. These findings concluded that job dissatisfaction has an indirect effect on the turnover intention through organizational commitment. Organizational commitment is an important variable, this indicates that library and information professionals are more committed to their jobs when adequate provision for workers' autonomy, remuneration, supervision, promotion, procedure, job significant, good condition of service, enabling co-existence with co-workers and ability to exhibit skill variety.

It is concluded from the findings of this study that both job satisfaction and organizational commitment are correlated canonically, whereas job satisfaction causes organizational commitment, organizational commitment also causes library and information professionals' job satisfaction but the causal effect is weaker according to the study, hence job satisfaction had a much stronger effect on organizational commitment (OC) than did organizational commitment (OC) on job satisfaction (JS). Specifically, the results identify a strong relationship between the "cause-indicators", the corresponding "effects-indicators" and specific job related behavioral outcomes organizational commitment (OC). Though, there have been research reports on the opinion that job commitment causes organizational commitment without the latter having any significant effects on the former, moderating and mediating effects of some known variables would be necessary in order to fully justify the job satisfaction causal effects on

organizational commitment. In different studies the constructs of organizational commitment had also been found to predict job satisfaction. Cheng and Stockdale (2003) Hassan, Hassan and Mabekoje (2008)

Finally, this study shows that the effects of constructs of job satisfaction and organizational commitment are consistent, and management need to redesigning job contents and changing management style are two useful strategies for management to promote employees' satisfaction and commitment.

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