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Influence of Age and Marital Status on Organizational Commitment of Librarians in Academic Libraries in South-East, Nigeria

Abstract

This study focuses on the influence of age and marital status on organizational commitment of librarians in academic libraries in South-East, Nigeria based on the three components of affective, continuance and normative organizational commitment. The study articulated two objectives, two research questions and two hypotheses. The research used descriptive survey research design. The census sampling method was adopted to study the entire population of 274 respondents. The questionnaire was used as the instrument to collect data for the study. The validated structured questionnaire on influence of age and marital status on organizational commitment of librarians had a correlation coefficient of 0.83. Mean value differentials and percentages were used to analyse the two research questions. Chi-square statistical technique was used to test the hypotheses because data elicited were categorical data and not measurement data formulated at 0.05 level of significance. Findings show that age had a significant influence on organizational commitment of librarians (t -cal 53.26; t -tab 12.6) and marital status had a significant influence on organizational commitment of librarians (t -cal 49.32; t -tab 12.6). Based on the findings, the study recommends that age as a demographic variable should not be a criterion for organizational commitment of librarians because at any age one can have a reason for being committed to an organization; organizations should employ more of married people who may be in the organization with their spouse or who may not relocate because of their spouse's residence. The study also recommends that library managers should formulate ways of utilizing mentoring of younger ones by both the old and more accomplished librarians to inspire and spur them on in their commitment to their organizations, and that organizations should employ more of married people (who may be in the organization with their spouse or who may not relocate because of their spouse's residence).

Keywords: Age, Marital Status, Organizational commitment, librarians, Academic Libraries, South-East

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1.1 Introduction

For an organization to be successful, it must have the commitment of its employees to the realization of its goals. To understand the

critical importance of employees in an organization is to recognize that the human element and the organization are related. According to Hakan and Kurtbas (2011), an

organization is a composition which is shaped by people who have dissimilar characters, feelings, prospects, practices, levels of education and have come to achieve the same goals. This definition fits the library as an organization. An organization's success (in this case, academic institutions) depends on the employees (in this case, librarians) of the organization and the commitment to a set of values, principles and beliefs. The principles define both the organization's uniqueness and the fundamental direction it wants to operate. The commitment of employees to a common mission and purpose within the organization and to oneself is imperative for organizational effectiveness.

Employees are the most determining factors in the success of an organization in a competitive environment. Besides that, if managed properly, employee commitment can lead to increased effectiveness, performance, productivity and job satisfaction (Fiorita, Bozeman, Young & Meurs, 2007).

A well-managed organization such as a university library usually sees an average employee as the root source for quality and achievement of goals and objectives, and by extension increased productivity. Such organizations, including academic libraries do not depend on capital investment, but on employees as the fundamental source of effectiveness in service delivery. According to Tella, Ayeni and Popoola (2007), an effective organization will make sure that there is a spirit of co-operation and sense of commitment amongst its employees.

Commitment is the relative strength of an individual's identification with and involvement in a particular organization. It is the degree to which an individual internalizes or adopts indices or perspectives of the organization. It is a psychological and behavioural state that binds an individual to an organization (Amangala, 2013). Commitment, according to Atak (2011), is an attitude which involves loyalty of employees to the

organization and it involves the internalization of goals and objectives and the willingness of employees to play a role in achieving these goals and objectives. In other words, the employee has to accept all that the organization stands for and be willing to be part of the success story.

To Chen (2013), organizational commitment may be influenced by a series of variables. Some of these variables include demographic variables such as age and marital status.

1.2 Objectives of the Study

The objectives of the study are to:

- i. Determine the influence of age on the affective, continuance and normative organizational commitment of librarians in academic libraries in South-East Geopolitical Zone of Nigeria.
- ii. Ascertain the influence of marital status on the affective, continuance and normative organizational commitment of librarians in the academic libraries studied.

1.3 Research Questions

The research questions framed to guide this study are:

- i. Does age have influence on the affective, continuance and normative organizational commitment of librarians in academic libraries in South-East, Nigeria?
- ii. Does marital status have influence on the affective, continuance and normative organizational commitment of librarians in the academic libraries studied?

1.4 Hypotheses

The following null hypotheses are formulated to guide the study:

Ho₁: Age has no significant influence on the affective, continuance and normative organizational commitment of librarians in academic libraries in South-east, Nigeria.

Ho₂: Marital status has no significant influence on the affective, continuance and normative organizational commitment of librarians in the academic libraries studied.

2.1 Literature Review

Research has revealed that age positively influences organizational commitment (Isaiah, 2006). As a person grows older, his/her sense of obligations gains maturity. Along, the chances for the switchovers also dwindle. Resultantly, the individuals in the high age group possess more organizational commitment as compared by fresh entries (Nawaz & Kundi, 2010). A study by Pourghaz, Tamini & Karamad (2011) found out that affective commitments in 21-28 years old were higher than 29-39 years old and 40 years and upper.

In a similar study to find out the significant influence on organizational commitment in Saudi Arabia public sector organization with demographic variables and job and work variables, Al-Kahtani (2012) found out that age positively influenced organizational commitment, and older employees tend to be more committed compared to younger employees. According to Amangala (2013:113), in a study to find out the influence of demographic variables in organizational commitment in a Nigerian sample, found out a positive influence of age or organizational commitment. He argues that commitment increases with age. However, Salami (2008) found no significant correlation between age and organizational commitment. Mathieu and Zajac found out that age influences organizational commitment. Zanagro (2001:18) confirms the previous finding and notes that organizational commitment among Korean employees increases with age. Newstrom (2007), in his study on *organizational human behavior at work*, states that older workers are likely to

experience higher level of commitment due to the fact that they lower their expectations to more realistic level and adjust themselves better to their work situations.

In many researches, age has been seen as an important factor on organizational commitment, however, its value as an explanatory factor has been questioned (Anttila 2004, Finegold, Mohrman & Spreitzer 2002). There is evidence that the older the employees are, the more organizationally committed they usually are. Age has influences on what employees want from work and therefore how committed they are. Compared to older employees, younger ones are more likely to stay with an organization if they are satisfied with skill development. Commitment is strongly related to good work-life balance with younger employees compared to older ones. On the other hand, old employees have higher commitment and they are likely to change organization if they see the job as secure one (Finegold, Mohrman & Spreitzer, 2002:668). Anttila (2014:18) contends that it is more common that employees, who have been working for a long time and, therefore are on their middle or late stages, have jobs that include broad organizational roles and responsibilities as well as consulting and guidance. These roles in the organization then lead them to the more committed to that particular organization.

Vander Verde (2003) and Al-jimi (2006) found no significant relationship between age and commitment. Prior to this, Merger and Allen (1984) had reported an inverse relationship and workplace commitment. According to them, younger employee's commitment towards their organization may increase, if they realize that, with insufficient work experience, job opportunities are limited. However, some studies (Chughtai and Zafar, 2006; Cohen and Lowenberg, 2009) report a positive relationship between age and workplace commitment. Some explanations for the

positive relationship are that as individual employees grow older, commitment towards employing organizations increases given that they are left with limited alternative job opportunities. Additionally, older employees tend to have stronger investment and greater history with their organization compared to younger employees.

Marital status is a demographic factor, which influences commitment. Many researches have shown that employees who are married show more commitment to their organization compared to single employees. In a study on demographic and psychological factors predicting organizational commitment, it was found that marital status of employees significantly predicted on organizational commitment. (Dodd-McCue & Wright 1996; Affum-Osei, Acquaaah & Acheampong, 2015).

Current literature shows that married people are more committed than single people. This is because they need a stable job due to their perceived responsibility from their families (Choon, Tan, Keh, Lim & Tan, 2012). Marital status emerged as a reliable predictor of organizational commitment. Married people are more loyal to their organization than unmarried. Married people have more family obligations and require more stability and security regarding their jobs. Therefore, they are expected to be more committed to their current organization, they are working in, than their unmarried counterparts. In the light of the findings and their details, it can be concluded that marital status is positively associated to the organizational commitment.

In a study by Ogunbamila and Fayankinnu (2014:21), contrary to expectation, married employees were not in any way more committed to the workplace than unmarried employees. This negated two opposing results on the association between marital status and organizational commitment. Weidmer (2006), reports that unmarried employees were more committed to organization than married employees. But

Ajiboye (2008) found that married employees were more committed to organization than unmarried employees. The lack of connection between employees' marital status and level of organizational commitment might be because, irrespective of marital status, employees have dependants which the job and the organization help to support. The high level of unemployment in Nigeria might have placed both married and unmarried employees at a similar level of social and economic obligations, which the job provides opportunity to meet. It is therefore, not out of placed both married and unmarried employees to display similar level of commitment to their organization that given them enablement to meet their socio-economic obligations (Akintayo, 2010:7).

The study adopted two the Three Component model. The Three Component model (TCM) developed by Meyer and Allen in 1990 is the most frequently used theory of organizational commitment and these authors are said to have the greatest contribution to the development of multi-dimensional approach to organizational commitment. The theory uses the tri-dimensional model to conceptualize organizational commitment in the three dimensions, namely, affective, continuance and normative commitments. These dimensions describe the different ways of organizational commitment development and the implication for employees' behaviour. The study is based on principal approaches of affective and continuance and normative organizational commitment. The affective component means emotional commitment of an employee to the organization and identification with it. The persons with strong affective commitment continue their employment in the organization because they want to do so. Continuance component is the awareness of costs connected with abandoning the organization. Employees whose basic attachment with the organization is based on the continuance component remain within it as

they need to do so. Normative commitment component, however, is the sense of moral duty to stay in the organization. Persons with high level of normative commitment feel that they ought to do so. The three component model (TCM) of organizational committed is the theory most suited to this study because age and marital status can influence either the affective, continuance or normative organizational commitment of librarians in university libraries studied.

3.1 Methodology

The survey design was used for the study. The survey design was chosen. The population of the study is 274 which comprised all library professionals, that is all the library staff of the academic libraries of South-East, Nigeria (Abia, Anambra, Ebonyi, Enugu and Imo States) who have undertaken formal education in Library and Information Science at the universities and obtained degrees in that academic field. The instrument for data collection is a questionnaire entitled Influence of Demographic Variables on Organizational Commitment of Librarians (IDVOCLQ). It is constructed based on the modified four point Likert rating scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). Descriptive statistics of frequency count, percentage, mean and standard deviation was employed to answer the research questions. Chi-square was used to test the hypotheses at 0.05 level of significance.

4.1 Result and Data Analysis

A total of 274 copies of the questionnaire were administered to the respondents, out of which 252 representing 92% were returned. The remaining 22 (8%) were non-responses. Some of the respondents were on leave and could not be reached to complete the instrument. Some others were not willing to complete the instrument for

whatever reason. However, after editing (for avoidance of irregularities) coding and tallying, the 252 copies were found usable. The analyses of data were based on the 252 usable responses.

Table 1 presents the bio-data of the respondents according to the constructs of the independent variable.

Table 1: Demographic Details of Librarians in Academic Libraries in South-East Geo-political Zone of Nigeria

Age	No. of Respondents	%
21 – 30	21	8.3
31 – 40	69	27.4
41 – 50	126	50.0
51 – 60	33	13.1
61 and Above	3	1.2
Total	252	100
Marital Status		
Married	179	71.0
Single	69	27.4
Widowed	4	1.6
Divorced	-	
Total	252	100

The demographic data of the respondents on Table 1 shows the age and marital status of the respondents. The analysis shows that 21 (8.3%) of the respondents who were in the minority were aged 21-30yrs, 69 (27.4%) were in the 31-40yrs bracket, 126 librarians (50.0%) were aged 41-50, 33(13.1%) were in the 51-60yrs bracket, while 3 (1.2%) were in the 61yrs and above bracket. The data shows that those in the age bracket of 41–50 yrs are in the majority. The implication of the above distribution is that academic libraries have few young graduates, which is an indication that many academic libraries have stopped or are not recruiting

new staff.

Data on the marital status of the respondents as shown on Table 1 indicate that 179 (74.0%) of the respondents were married, 69 (27.4%) were single, while 4 (1.6%) of the respondents were widows, and none was divorced, showing that there were more married librarians in academic libraries in South East, Nigeria.

Data collected indicate that the male respondents were 155 (61.5%) and the female respondents were 97 (38.5). This shows that

there are more male employees in the libraries studied. This tide may change in the future as there are more female undergraduates in the profession recently.

4.2 Analysis of Data According to research Questions

Research Question 1: Does age have influence on affective, continuance and normative organizational commitment of librarians in academic libraries in South-East, Nigeria?

Table 2: Influence of Age on Affective, Continuance and Normative Organizational Commitment of Librarians

Items	SA 4	A 3	D 2	SD 1	Total	M	AT	DT	D
Age influences my affective commitment to library organization	72 (288)	91 (273)	48 (96)	41 (41)	252 (698)	2.76	163	89	S
Age influences my continuance commitment to library organization	82 (328)	75 (225)	50 (100)	45 (45)	252 (694)	2.76	157	95	S
Age influences my normative commitment to library organization	62 (248)	34 (102)	76 (152)	80 (80)	252 (582)	2.31	96	156	NS
Total							416	340	S

Significant Mean Value: 2.61

M=Mean Value; D=Decision; S=Significant; NS=Not Significant

AT=Agreement Total; DT =Disagreement Total

From the responses on Table 2, it can be seen that at a significant mean value of 2.61, age has influence on the affective commitment of librarians ($\bar{x}=2.76$), age has influence on the continuance commitment of the librarians ($\bar{x} = 2.76$), age has no influence on the normative commitment of librarians ($\bar{x} = 2.31$). From the analysis, the findings show that a librarian's age influences his/her overall commitment to library organization on the affective and continuance but not on the normative

commitment. From the analysis, it is also seen on the table that the agreement response total (416) is more than the disagreement response total (340). This infers that age influences organizational commitment.

Research Question 2: Does Marital Status have influence on Affective, Continuance and Normative Organizational Commitment of Librarians in Academic Libraries in South-East, Nigeria?

Table 3: Influence of Marital Status on Affective, Continuance and Normative Organizational Commitment of Librarians

Items	SA 4	A 3	D 2	SD 1	TO TAL	M	AT	DT	D
Marital Status influences my affective commitment to library organization	82 (328)	80 (240)	34 (68)	56 (56)	252 (692)	2.75	162	90	S
Marital Status influences my continuance commitment to library organization	44 (132)	61 (183)	88 (176)	59 (59)	252 (560)	2.22	105	147	NS
Marital Status influences my normative commitment to library organization	70 (280)	88 (264)	62 (124)	32 (32)	252 (700)	2.78	158	94	S
Total							425	331	S

Significant Mean Value: 2.58

Responses from Table 3 indicate that at a significant mean value of 2.58, marital status influenced a librarian's affective commitment in academic libraries in the zone studied ($\bar{X} = 2.75$) as well as the continuance commitment of the librarians ($\bar{X} = 2.78$). However, marital status did not have positive influence on the normative commitment of the librarians ($\bar{X} = 2.22$) because it has a mean value less than the significant mean value of 2.58. From the agreement response total (425) which is more than the disagreement response total (331), it can be said that marital status influences organizational commitment.

4.3 Test of Hypotheses

Hypothesis One: Age does not have any significant influence on affective, continuance and normative organizational commitment of librarians in academic libraries in South-East, Nigeria.

Variable	No of items	df	t-cal	t-tab	P.value	Decision
Influence of age on affective, continuance and normative organizational commitment of librarians	3	6	53.26	12.6	0.05	Significant

*df = Degree of freedom, t -cal = tab calculated, t -tab= t – tabulated (table/critical value), P -value = probability value (level of significance)

When Chi-Square statistical formula was applied to find the significant influence of age on the affective, continuance and normative of librarians to their organizations, it was found out that the t-cal value of 53.26 was greater than the t-tab value of 12.6 (t-cal =53.26 t-tab =12.6; 0.05; df = 6). This means that age has significant influence on affective, continuance and normative of librarians to their organization. Therefore, the null hypothesis which states otherwise is hereby rejected.

Hypothesis Two: Marital Status does not have any significant influence on affective, continuance and normative organizational commitment of librarians in academic libraries in South-East, Nigeria.

Table 5: Chi-Square testing of influence of marital status on affective, continuance and normative organizational commitment of librarians

Variable	No of items	df	t-cal	t-tab	P.value	Decision
Influence of marital status on affective, continuance and normative organizational commitment of librarians	3	6	49.32	12.6	0.05	Significant

Using the Chi-Square statistical technique, marital status as a construct of demographic variable was tested for significant influence on affective, continuance and normative of librarians. The result shows that the t-cal value was 49.32 was found to be greater than the t-tab value of 12.6 at 0.05 level of significance with degree of freedom of 6 (t-cal =49.32 t-tab =12.6; 0.05; df = 6). This indicates that marital status has significant influence on affective, continuance and normative of librarians to their organization. Therefore, the null hypothesis which states that marital status has no significant influence on affective, continuance and normative of librarians in academic libraries in South-East, Nigeria is hereby rejected.

5.1 Discussion of Findings

Influence of age on affective, continuance and normative organizational commitment of librarians

Findings from Table 2 show that age has significant influence on the organizational commitment of librarians in South-East, Nigeria to their organization (t-cal =53.26 t-tab =12.6; 0.05; df = 6). This may be as a result of the fact age significantly influenced affective and continuance organizational commitment of librarians, though not on the normative commitment of librarians and the finding that the agreement response total is

greater than the disagreement response total on influence of age on affective, continuance and normative organizational commitment of librarians. Research results have also shown that age positively influences organizational commitment. Isaiah (2006), Nawaz and Kundi (2010) and Al-kahtani (2012) found out that age significantly influences organizational commitment. Porghaz, Tamil and Karamad (2011) revealed in their study of the difference made by demographic characteristics on job satisfaction, organizational commitment and burnout among travel agency drivers that affective commitment in 21-28 years old was higher than those of 50-69 years. In a study to find out the significance influence on organizational commitment in Saudi Arabia public sector organization with demographic variables, Al-kahtani (2012) found that age positively influenced organizational commitment, and older people tend to be more committed compared to younger ones. Some explanations for this commitment of the older employees are that as individuals grow older, commitment towards employing organizations increases given that they are left with limited alternative job opportunities. Additionally, older employees tend to have stronger investment and greater history with their organization compared to younger employees. However, Chughtai and Zafar (2006), Cohen and Lowenberg (2009) and

Amangala (2013) report that younger employees' commitment towards their organization increases because with insufficient work experience, limited job opportunities, and they are satisfied with skill development.

These studies clearly corroborate the findings of this study in Table 2 that there is significant influence of age on organizational commitment of librarians in academic libraries in the South-East, Nigeria.

5.2 Influence of marital status on affective, continuance and normative organizational commitment of librarians

Findings from Table 4.8 indicate that marital status has significant influence on the organizational commitment of librarians in south-east geo-political zone of Nigeria to their organization ($t\text{-cal}=49.32$ $t\text{-tab}=12.6$; 0.05 ; $df = 6$). This may as a result of the fact age significantly influenced affective and normative organizational commitment of librarians, though not on the continuance commitment of librarians and the finding that the agreement response total is greater than the disagreement response total on influence of marital status on affective, continuance and normative organizational commitment of librarians.

In studies on demographic factors influencing organizational commitment, it was found out that marital status of employees significantly influences organizational commitment. Choong, Tan, Keh, Limm and Tan (2012) report that married people are more committed than single people. This is because married people have more family obligations and require more stability and security regarding their jobs. Therefore, they are expected to be more committed to their organizations. This lack of agreement between librarians' marital status and level of influence on organizational commitment might be because, irrespective of marital

status, employees have dependants which the job and organization help to support. Akintayo (2010) agrees that the high level of unemployment in Nigeria has placed both married and unmarried employees at a similar level of social and economic obligations, which the job provides opportunity to meet. It is therefore, not out of place for both married and unmarried employees to display similar levels of commitment to their organization that provides the enablement to meet their socio-economic obligations.

These studies, apart from Wiedmer (2006) and Ogungbamila and Fayanikinnu (2014) clearly corroborate the findings of this study that there is significant influence of marital status on organizational commitment of librarians in academic libraries in the South-East zone of Nigeria.

Conclusion and Recommendations

The study concludes that both age and marital status significantly influenced librarians' affective, continuance and normative organizational commitment in academic libraries in South-East Zone of Nigeria. Based on the findings, the following recommendations are made:

Age should be considered when hiring and relieving of librarians because age plays an important role in a librarian's commitment to his organization. Library managers should formulate ways of utilizing mentoring of younger ones by both the old and more accomplished librarians to inspire and spur them on in their commitment to their organizations.

Since marital status has significant influence on organizational commitment of librarians especially by married people, it is recommended that organizations should employ more of married people (who may be in the organization with their spouse or who may not relocate because of their spouse's residence).

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