ILORIN VARSITY
INTERNATIONAL JOURNAL OF LIBRARY & INFORMATION SCIENCE (IVIJLIS)

Vol. 4 No 1 & 2, 2021

Published by

DEPARTMENT OF LIBRARY & INFORMATION SCIENCE,
FACULTY OF COMMUNICATION AND INFORMATION SCIENCES
UNIVERSITY OF ILORIN, NIGERIA

ILORIN VARSITY INTERNATIONAL JOURNAL OF LIBRARY & INFORMATION SCIENCE (IVIJLIS)

Vol. 4, No. 1 & 2 2021

Published by:

Department of Library and Information Science,
Faculty of Communication and Information Sciences,
University of Ilorin, Ilorin, Nigeria.

All right reserved:

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopy, recording or any information storage and retriever system, without the prior permission in writing from the author or publisher.

ISSN: 2659-1561

Printed by:
Ijaoye Printing & Commercial Enterprises
No. 9, Alalubosa Street, Maraba, Ilorin, Kwara State, Nigeria.
Tel: 08132074041
Email: ijaoyepress@gmail.com

(IVIJLIS) Editorial Board

Chairman Editorial Board: **Dr. A. Salman**

Editor-in-Chief: **Dr. Adeyinka TELLA** tella.a@unilorin.edu.ng or tellayinkaedu@yahoo.com, editorijipc@unilorin.edu.ng

Deputy Editor- in-Chief: **Dr. Isah. Abdulmumin**

International Editorial Advisory Board

1.	Prof. S.M. Mutula	University of KwaZulu-Natal, SA.
2.	Prof. Atulang Mutshewa	University of Botswana
3.	Prof. Priti Jain	University of Botswana
4.	Prof. Onyacha Bosire	University of South Africa
5.	Prof. S. Thanuskodi	Alagapa University, India
6.	Prof. R. Edie	University of British Columbia, Canada
7.	Prof. Derek Law (Prof. Emeritus, UK).	
8.	Prof. Mary. K. Bolin	University of Nebraska Lincoln, USA.
9.	Dr. Peter Warnings,	Division of Information and Technology Studies, University of Hong Kong.
10.	Prof. Kathrin. Figl,	Institute for Information System and New Media, Vienna University of Economics and Business, Austria.
11.	Dr. Gbola Olasina	University of Kwazulu-Natal, South Africa.
12.	Prof. Peterson Dewah	University of Science and Technology, Zimbabwe

National Editorial Advisory Board

Prof. S.O. Popoola	University of Ibadan.
Prof. A. Ntui	University of Calabar.
Prof. Udoh Nwokocha	Abia State University
Prof. L.Q. Aina	National Library of Nigeria, Abuja.
Prof. Stephen Uwaifo	Delta State University
Prof. Haliso Yacoob	Babcock University, Ilishan Remo
Prof. Bello	Bayero University, Kano
Prof. Zachari Muhammed	Ahmadu Bello University, Zaria
Prof. Innocent Ekoja	University of Abuja
Prof. Nwachukwu	Abia State University
Prof. Oke Okoro	Abia State University
Prof. Iyabo Mabawonku	Ajayi Crowder University, Oyo.
Prof. Niran Adetoro	Tai-Solarin University of Education
Dr. Yomi Owolabi	Nibe-Adebimpe Library, FUNAAB
Dr. Adeleke Akiniyi	Redeemer University Library.
Prof. Munsur Malumfasi	Abubakar Tafawa Balewa University of Technology, Bauchi.
Prof. Charles Omekwu	University of Nigeria, Nsuka
Dr. I. Sanni	Katsina State University
Prof. E. Dahwa	University of Maiduguri

Associate Editors	Other Editors	
Prof. A.O. Issa	Managing Editor:	Mr. J. Muhammed
Prof. A.O. Idowu	Marketing Editor:	Dr. Olaronke Fagbola
Dr. M.T. Bashorun		Mrs. O.O. Ajiboye
Dr. K.T. Omopupa	Business Manager:	Dr. M.L. Akanbi
	Web Administration:	Mrs. R. Ogunlade
		Mrs. M. Abdulhakeem

AIM AND SCOPE OF THE JOURNAL

IVIJLIS is being positioned as an internationally refereed journal published bi-annually in (May and November) by the Department of Library and Information Science in the Faculty of Communication and Information Sciences, University of Ilorin, Nigeria. Thus, issues will be identified as Volume 1, (Issue 1, May), 2018, Vol. 1, (Issue 2, Nov), 2018, etc. It is dedicated to the exchange of the latest research and practical information in the field of Library and Information Science. The journal publishes original research and case studies by Librarians, Library and Information Science academics and government contributors, and other information professionals on the key areas of information science, library science, archives, and records management, including best practices, policies, and guidelines.

COPYRIGHT

Research papers and articles submitted to IVIJLIS should be original contributions and should not be under consideration by any other publication outlet at the same time. The contributors warrant that the work is not an infringement of any existing copyright and will indemnify the publishers of any breach of such a warranty. The work submitted by the contributor and published by the journal will become the legal copyright of the publisher unless otherwise specified.

CALL FOR PAPERS

The journal hereby calls for manuscripts for its maiden issue to be published in December 2020, (i.e. Vol. 3, Issue 2, 2020) as detailed below.

Submissions

All articles are subjected to a double-blind peer-review process. Manuscripts are invited from academics, researchers, and practitioners for publication consideration in all areas related to Library and Information. Each manuscript must include 200 words abstract. Articles are accepted in MS-Word format only. Submitted articles should strictly follow the format of the sample article which can be found on the journal website at http//unilorin.edu.ng/fcis/uijlis

The article for consideration should be submitted as an e-mail attachment to tellayinkaedu@yahoo.com or abdulmumin.isah@yahoo.com, isah.a@unilorin.edu.ng

Manuscript requirements

Please prepare your manuscript before submission, using the following guidelines:

Format	Article files should be provided in Microsoft Word format.
Article Length	Articles should be between 5000 and 6000 words in length. This includes all text including references and appendices. Please allow 280 words for each figure or table.
Author Details	All contributing authors' names should be provided, and the names should be arranged in the correct order for publication. * Correct email addresses should be supplied for each author in their separate author accounts * The full name of each author must be present in their author account in the exact format they should appear for publication, including or excluding any middle names or initials as required
Biographies and acknowledgments	The affiliation of each contributing author should be correct in their author account. The affiliation listed should be where they were based at the time that the research for the paper was conducted.
References	Authors who wish to include these items should save them together in an MS Word and send with the su--------+bmission. If they are to be included, a brief professional biography of not more than 100 words should be supplied for each named author. Authors are advised to strictly adhere to the latest version of APA for both the in-text citation and end of paper references.

EDITORIAL

We give glory to God for gradually restoring peace and normalcy into the whole world in light of Coronavirus (Covid-19) that ravages and disrupts the year 2020. Researchers globally have returned to work and continue with their research and the outcomes of some of their research is what Ilorin Varsity International Journal of Library and Information Science anchors on to enable the publication of these two combined editions which is volume 4, issue 1 and 2.

The first article in the journal by foreign authors, Gladness Richard and P. Jain focused on the challenges facing records management: A case study of Botswana Examinations Council records management unit. The article detailed the activities involved in the management of records at the council and the challenges they encounter and how the challenges can be surmounted. The next article in this edition by Olaronke O. Fagbola, Taiwo Adedigba and Priscilla Agbetuyi focused on the work-life balance and organisational commitment of librarians in Kwara State, Nigeria. This is followed by Nafisa Rabiu and Folorunso O. O's article which focused on online information search skills among University of Ilorin postgraduate students. Following this is the article that examined the influence of job satisfaction on records management effectiveness in registries of Federal Universities in South-West, Nigeria by Ailakhu, Ugonna V. Other articles in this edition are the ones by Oluyinka Titilope Afolayan which examined antecedents of knowledge sharing behaviour and intentions of students at the University of Ilorin, Nigeria; awareness of and Web 3.0 competencies among librarians in universities in Osun State, Nigeria by Jacob, Priscilla Ayooluwa; Idris Ibrahim Saleh; and Adesina Oladimeji Adegoke; and assessment of the of organisational culture and services delivery in selected public libraries in Kwara State by Aliyu Mahmud; Akinboro, E.O and Nuhu, S.R. The article in the edition by Mahammuod, Sulyman Olaitan and James, Bukola Olutola focused on the influence of motivation on performance of para-professional staff in two selected academic libraries in Kwara State, Nigeria. Okiki, Olatokunbo Christopher and Ikuejurojo Adebanjo examined financial literacy and financial preparedness of librarians and library officers towards retirement: A survey of academic libraries in Southwest Nigeria; students use and satisfaction with reprographic services at Delta State University library was examined Achugbue I. Edwin; while the last articles adoption and use of open educational resources (oer) in distance learning centres of two Nigerian universities was examined by Abdulmumin Isah, Ganiyu Ojo Adigun, Mulikat Yetunde Abdulkareen and Shakirah Oyindamola Afolabi.

Permit to state it clearly that, these are well-researched report, very interesting and educating. Therefore, I invite our readers to come along and review the articles.

Tella, Adeyinka

Editor-in-Chief.

TABLE OF CONTENTS

Editorial Board..... iii-iv
Aim and Scope/Instructions to Contributors..... v-vi
Editorial..... vii
Table of Contents..... viii-ix

Challenges facing Records Management Units: A case study of Botswana Examinations Council Records Management Unit
Gladness Richard and Priti Jain 1-13

Work-life Balance and Organisational Commitment of Librarians in Kwara State, Nigeria
Olaronke O. Fagbola, Taiwo Adedigba and Priscilla Agbetuyi 14-33

Online Information Search Skills among University of Ilorin Postgraduate Students'
Nafisa Rabiu and Folorunso O. O. 34-42

Job Satisfaction on Records Management Effectiveness in Registries of Federal Universities in South-west, Nigeria
Ailakhu, Ugonna V. 43-59

Antecedents of Knowledge Sharing Behaviour and Intentions of Students at the University of Ilorin, Nigeria
Oluyinka Titilope Afolayan 60-75

Awareness and Web 3.0 Competencies Among Librarians in Universities in Osun State, Nigeria
Jacob, Priscilla Ayooluwa; Idris Ibrahim Saleh; & Adesina Oladimeji Adegoke..... 76-89

Assessment of the of Organisational Culture and Services Delivery in Selected Public Libraries in Kwara State
Aliyu Mshmud; Akinboro E. O. and Nuhu S. R. 90-103

The Influence of Effective Motivation on the Performance of Para-professional Staff in Two Selected Academic Libraries in Kwara State, Nigeria
Mahammuod, Sulyman Olaitan and James, Bukola Olutola 104-117

Financial Literacy and Financial Preparedness of Librarians and Library Officers Towards Retirement: A Survey of Academic Libraries in Southwest Nigeria
Okiki, Olatokunbo Christopher and Ikuejurojo Adebanjo 118-131

Students Use and Satisfaction with Reprographic Services at Delta State University Library
Achugbue I. Edwin 132-146

Adoption and Use of Open Educational Resources (OER) in Distance Learning Centres of Two Nigerian Universities
Abdulmumin Isah, Ganiyu Ojo Adigun, Mulikat Yetunde Abdulkareen and Shakirah Oyindamola Afolabi 147-160

Work-life Balance and Organisational Commitment of Librarians in Kwara State, Nigeria

Olaronke O. Fagbola,
faith1931@yahoo.com
Department of Library and Information Science,
University of Ilorin, Nigeria

Taiwo Adedigba

&
Priscilla Agbetuyi

Abstract

Organisations are under tremendous pressure to improve their performance and success in the business world. Work-life balance is an essential ingredient in any organisation and has always been a concern for the quality of working life and its relation to the quality of life. Hence, organisational commitment is one of the influential factors in job success such that its maintenance and strengthening lead to excellence in employees' performance, career advancement and overall organisational success. This study examined factors influencing librarians' work-life balance and organisational commitment in Kwara State, Nigeria. The target population for the study was practising librarians. A total enumeration technique was used to select 112 respondents, which represent the sample for the study. Data was collected using a self-designed questionnaire titled: work-life balance and organisational commitment (WLBOCOL) scale of librarians. The results revealed factors influencing work-life balance and organisational commitment of the respondents. Positive significant relationship exists between work-life balance and organisational commitment of librarians in Kwara State, Nigeria ($r = .288$, $df = 95$, $p < 0.05$).Based on the findings, the study recommended that library administrators, and most especially policymakers in the education industry, should give adequate attention to work-life balance to improve the organisational commitment of librarians.

Keywords: Library, librarian, organisational commitment, work-life balance, Kwara State, Nigeria

Introduction

Work-life balance is a general word for balancing working time and family/free time. Work-life balance (WLB) is the existence of a good function of work and life with negligible role conflict (Majumder, Giri & Gangopadhyay, 2019). WLBis a sense of satisfaction and accomplishment of what is required in the workplace and home without conflict or overlap between roles (Momani, 2017). Equally, Saran and Kumar (2017) referred to WLB as a state of equilibrium into which the demands of both a person's job and personal life are equal. According to Vyas and Shrivastava (2017), WLB refers to people having enough time to have balance in their job and home life. Therefore, WLBis an essential ingredient in any organisation, especially where the commitment and loyalty of professional librarians, for instance, are required to succeed (Azeem & Akhtar, 2014).

WLBis a complex construct. Studies have found many predictive factors such as personality, organisational climate, orientation to work, perception, commitment, family roles; work stress, job satisfaction, career growth, and competitive environment amongst others as playing a crucial role in WLB(Cain, 2015; Vyas & Shrivastava, 2017).According to Kanthisree,2013), WLB is the relationship between time and space of work and non-work in societies where income is generated and distributed through labour markets. Hence, Muthukumar, Savitha, and Kannadas (2014)remarked that WLBmakes the organisation the happiest workplace. To Yadav and Rani (2015), the benefits of WLBare enormous to both the organisation and the employees. Thus, a good balance in work and life can play a phenomenal role in attaining personal and professional goals and ensuring employees' commitment in organisations (Muthoni & Gichuhi, 2018). However, preliminary observations revealed that the more a person is involved in a job, the higher the work-family conflict experienced.

Unarguably, WLB is crucial for developing and enhancing organisational commitment of employees, in this regard practising librarians. According to Tella and Ibinaiye (2020), professional librarians are those who possess, and or have qualification in Librarianship. These are Bachelor, Master's and Ph.D. degrees in Library and Information Science /Studies. They explained that these categories of practising librarians can be found in either academic, public, special or school libraries.

Organisational commitment (OC) is the individual's psychological attachment to an organisation; a multi-dimensional construct in which an employee exerts effort, desires organisational membership, shows congruency with the organisation's values and goals and is influenced through work-life balance (Yousef,2017; Sakthivel & Jayakrishnan, 2012). According to Sadoughi and Ebrahimi (2015), OC plays a vital role in employee's

loyalty and is the most critical related factor defining employees' performance, values and attitudes. Also,OCis the emotional attachment that an employee has to an organisation; a leading driver of organisational behaviours; the relative strength of an individual's identification with, and involvement in a particular organisation; and sense of responsibility of employees towards their organisation (Wertheim, 2016; Sow, 2015; Azeem &Akhtar, 2014; and Sethi, 2014). Therefore, OC is essential for assessing an employee's contribution to an organisation or intention to leave such an organisation (Hafiz, 2017).

Unarguably, the work environment of practicing librarians has been challenging due to the increase in work demand, lack of career advancement opportunities, poor reward system, and economic hardship amongst others. Thus, finding it difficult to strike a balance between their work and family life. For instance, librarians could be subjected to long work hours, rigid work schedules, lack of promotion, lack of on-the-job training, and changing technologies amongst others. Nevertheless, a good WLB initiative could serve as a factor to assuage levels of work-to-family and family-to-work conflict for employees, commitment to the organisation, and turnover intentions (Smith & Gardner, 2007). No doubt, management support, and commitment are vital toward WLB initiatives, hence, it is crucial to develop WLB initiatives and enhance positive OC among practicing librarians in Kwara State to get librarians committed to organisations where they work. This in the long run could transform into job satisfaction, job security, balanced work-family life, career advancement for the employees, and the attainment of organisational goals. Based on this premise, this study was designed to investigate factors influencing WLB and OC of librarians in Kwara State, Nigeria.

Assuredly, the relationship between WLB and OC outcomes is complex. Studies have shown that the performance of any organisation depends on its workforce, and several other factors, which can be personal, work, or family-related. However, how an employee manages the various aspects of his/her life helps achieve balance at work and in private life (Muthukumar *et al.,* 2014). Thus, the OC of employees, for instance, librarians could be influenced significantly by a librarian's WLB. Therefore, the study is significant because its outcome would be beneficial to relevant stakeholders and help the library managementto initiate and implement programmes that would promote work-life balance initiatives and serve as a driving force towards attaining desired OC, stability, and performance. Equally, the outcome of the study would help sensitise library managers on ways by which WLB practices could be promoted to make librarians satisfied and remain committed to their organisations, imbibing set goals and values, designing strategies, exhibiting positive work attitudes and high levels of performance; and a desire to remain with the organisation. Furthermore, the study

would contribute to the existing literature in the field of librarianship and organisational behaviour.

The objective of the study

The main objective of the study was to investigate factors influencing work-life balance and organisational commitment of librarians in Kwara State, Nigeria. However, the specific objectives were to:

i. ascertain the perception of librarians on WLB in Kwara State, Nigeria;
ii. ascertain the perception of librarians on OC in Kwara State, Nigeria;
iii. identify the factors influencing WLB and OC among librarians in Kwara State, Nigeria; and
iv. highlight the challenges to WLB and OC of librarians in Kwara State, Nigeria.

Research questions

Based on the objectives of the study, the following research questions were generated:

1. What is the perception of librarians on WLBin Kwara State, Nigeria?
2. What is the perception of librarians on OC in Kwara State, Nigeria?
3. What are the factors influencing WLB and OC among librarians in Kwara State, Nigeria?
4. What are the challenges to WLBand OC of librarians in Kwara State, Nigeria?

Literature Review

Work-life balance

Work-life balance (WLB)is a multi-faceted construct. According to Popoola and Fagbola (2020), WLB refers to the organisational support for aspects of employees' personal life such as good-fit between personal and work-life; support, and recognition form family members.Bharadwaj and Shanker(2019) defined WLB as a concept that deals with maintaining a proper balance between work and home responsibilities.ToBalven, Fenters, Siegel and Waldman (2018),WLBis the organisational support for aspects of employees' personal life such as flexible work hours, dependent care, and family / personal leave.Muthukumar et al.(2014)arguedthat WLBentails attaining equilibrium between professional work and other activities.WLBis used in policy debates concerned with the distribution of time and effort between work and other aspects of life (Akanji, 2013). Therefore, WLBis about creating and maintaining supportive and healthy work environments, enabling employees to balance work and personal responsibilities (Russell & Bowman, 2000).Thus, WLBis the perfect integration between work and life, both not interfering with each other.

WLB is an essential ingredient in any organisation, especially where the commitment and loyalty of professionals are required to succeed (Azeem & Akhtar, 2014). According to Gulbahar, Ch, Kundi, Qureshi and Akhtar (2014), WLB is the proper prioritising between work, that is career and ambition; and life vis-a-vis health, pleasure, leisure and family. Kanthisree (2013) opined that WLB is the relationship between time and space of work and non-work in societies where income is predominantly generated and distributed through labour markets. Assuredly, employees (librarians) need to balance work and home life, as any imbalance in work-life will create many problems in terms of life and workplace satisfaction.Thus,WLB is essential among employees and employers in organisations (Kumarasamy, Pangil, Faizal & Isa, 2015).

Furthermore, WLB is the individual perception that works and non-work activities are compatible; promote growth by an individual's current life priorities (Salansan, 2011). Thus, perception refers to the ability to imbibe sensory information and make it into something meaningful (Ramzan, Asif &Adeeb, 2018). Perception entails having a capacity for comprehension (Merriam-Webster, 2021). Thus, librarians' perception of WLBpractice would go a long way in enhancing their job security, job performance, reduced lateness, commitment to their organisations, and family fulfillment. Also, WLB is encouraging well-being as pressure and stress control. Hence, Karakas and Lee (2004) posited that some employees perceived work-life balance as spending a good time with family, time for emotional well-being and health of family members, support from peers, child care, and being satisfied with the workload. Similarly, Greenhaus, Collins, and Shaw (2003) observed that many employees only perceived WLB as giving equal priority to both work and family roles one can maintain balance.

WLB is being aware of different demands on time and energy, thereby, saving the ability to make choices in allocating time and energy to work and family and at the same time, knowing what values to apply. On their part, Rife, Hamilton, and Hall (2015) remarked that WLB signifies the extent to which an employee experiences feeling fulfilled, and having his/her needs met in both work and non-work facets of life. Equally, Yadav and Rani (2015) highlighted the benefits of WLB to organisations to include: improved productivity, motivation, reduced employee turnover, increased employee retention, reduced absenteeism and lateness, increased loyalty and commitment, enhanced organisational image, and employee time saved. While those of the employees include: reduced job stress levels, increased job satisfaction, job security, better physical and mental health, enhanced control over the work-life environment, customer satisfaction, and increased employee performance. Therefore, it is imperative and needful for employees (librarians) to balance work and home life as any employee who does not have a WLB can be said to have a work-life conflict.

Organisational commitment

Organisational commitment has been studied widely and has proven to be effective for organisational performance (Popoola & Fagbola,2020). According to Wertheim(2016), OC is the emotional attachment that an employee has to an organisation. To Robbin and Judge (2011), OC is the degree to which employees identify with a particular organisation, its goals, and wish to maintain membership in the organisation. Similarly, Sadoughi and Ebrahimi (2015) averred that OC plays a vital role in employee loyalty and is the most crucial factor defining employees' performance, values and attitudes. And Hafiz (2017) opined that OC is essential for assessing an employee's contribution to an organisation or intention to leave such an organisation. Furthermore, OC is the degree to which an employee is willing to maintain membership due to interest and association with the organisation's goals and values (Robbin& Judge (2011).

More so, Starnes and Truhon (2006) opined that OC is an emotional response that can be measured through people's (librarian's) behaviours, beliefs and attitudes. Thus, in the opinion of Meyer and Allen (1997) as cited in Popoola and Fagbola(2020), OC can be grouped into three: affective, continuance and normative commitment. Affective or moral commitment occurs when individuals fully embrace the goal and values of the organisation, become emotionally involved, and feel personally responsible for the organisation's level of success. Individuals (librarians)with this type of OC usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organisation. Continuance/calculative commitment occurs when individuals base their relationship with the organisation on what they are receiving, thus, put in their best effort only when the rewards match their expectations. Normative commitment is the situation whereby individuals remain with an organisation based on expected standards of behaviours as those who have affective commitment usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organisation.

OC has been perceived to mean different things to different people, especially employees like librarians. According to dictionary.com (2021), perception refers to immediate or intuitive recognition/appreciation of moral, psychological, or aesthetic qualities; insight; intuition, and discernment. Thus, perceptionof OC by librarians would be pivotal to how they behave at their place of work. Consequently, this would translate into a high level of performance, positive work attitude, loyalty, reduce employee turnover, promote organisational values and goals, and remain emotionally attached to the course of the organisation. Studies reported divergent views on perceptions towards OC. For instance, Madi (2012) observed that in some organisations, employees perceive OC as a cognitive construct that entails job satisfaction, employee job characteristics, and role. While, others perceived OC to be

multi-dimensional, such as employee loyalty to the organisation, willingness to exert effort on behalf of the organisation, degree of goal and value congruency with the organisation, and desire to maintain membership. On their part, Owolabi and Salaam (2010) investigated job satisfaction and OC of academic librarians in Nigerian universities. They reported that academic librarians' perception of OC is positively related to affective commitment (employee's emotional attachment to, identification with, and involvement in the organisation based on positive feelings and emotions). Similarly, Maqsood (2011) studied work environment, burnout, OC, and the role of personal variables as moderators. He discovered that employees' perception of OC was partially related to continuous commitment.

Undoubtedly, OC is a leading driver of organisational behaviours; the relative strength of an individual's identification with, and involvement in a particular organisation; and employees' sense of responsibility towards their organisation (Sow, 2015; Azeem & Akhtar, 2014; and Sethi, 2014). Equally, Azeem and Akhtar (2014) averred that OC is the extent to which an employee is loyal to his/her organisation by accepting its values, willing to put up a high level of effort in assigned responsibilities, and wish to maintain his/her membership in the organisation. Therefore, OC is an employee's sense of attachment and loyalty to the work organisation with which s/he is associated (Cohen, 2014). Accordingly, the nature of the work environment, renumeration, welfare package in place, ethical work practices, organisational work set-up and the implementation of a world best WLB practices would go a long way to determine the level at which employees (librarians) will remain committed to the course of their work organisation.

Work-life balance and organisation commitment of librarians

Several studies have reported that WLB is one of the factors that promote OC. For instance, Popoola and Fagbola (2020)' study on WLB, self-esteem, work motivation and OC of library personnel in federal universities in southern Nigeria reported that there is a significant correlation between WLB and OC of library personnel in federal universities in southern Nigeria.On their part, Azeem and Akhtar (2014) investigated the influence of WLB and job satisfaction on OC of healthcare employees in the Uttar Pradesh State of India. The study findings revealed that there is a significant relationship between WLB, job satisfaction, and OC. They explained that a regression analysis showed that 37% variance in OC and job satisfaction is attributed to OC. Also, Nwagbara and Akanji (2012)studied the impact of WLBon on the commitment and motivation of Nigerian women employees. They discovered that motivation and commitment were the basic facets of organisational performance and productivity of their study respondents. Gulbahar, Ch, Kundi,Qureshi and Akhtar (2014) examined the

relationship between WLB and OC. They reported that there is a significant relationship between WLB and the OC of their respondents.

Though, the relationship between WLBand OC is complex. It goes a long way to influence the stability and performance of an organisation. Consequently, many factors such as attitude, perception, career growth, absenteeism, competitive environment, turnover, appreciation, emotional balance, job security, job satisfaction, parental status, emotiona**l** exhaustion, and time management amongst others have been found to influence the WLBof employees. For instance, Muthukumar *et al.,*(2014)remarked that how a person manages various aspects of his/her life helps achieve balance at work and in private life. This implies that WLB would go a long way in improving the OC of employees. Therefore, from the foregoing, it could be inferred that there is a relationship between WLB and OC in the sense that a balanced work-life can positively influence OC. While, on the other hand, the absence of OC could be a result of an imbalanced work-life. For instance, the output of a librarian in place of work is not only dependent on what happens around the place of work but also based on what happens at home.

Undisputedly, WLB is important for developing and enhancing the OC of the workforce in any organisation. Howbeit, the WLB, and OC of a particular employee may vary with time. For instance, Malone and Issa (2014) investigated WLB and OC of women in the U.S construction industry. They discovered that there were differences in the respondents' commitment over different time intervals based on whether or not they had children under 21 years living at home. Therefore, the findings established that WLB and OC of a particular employee may vary with time. Expectedly, the WLB and OC of librarians working in academic, special, public, or school libraries may differ at one point or the other due to the demanding nature of work and organisational expectations. Consequently, the relationship could change from positive to negative and vis-à-vis. Therefore, as the WLB status of employees changes, their commitments to the organisationare also bound to change.

Factors influencing work-life balance and organisational commitment of librarians

Work-life balance practices are an antidote to the organisational commitment of employees, reduce work-life conflict, and enable them to be more effective at work and in other roles (Lazar et al., 2010 as cited in Popoola & Fagbola, 2020). Thus, several factors have been associated with WLB and OC of employees in organisations.For instance, Majumder, Giri and Gangopadhyay (2019) investigated factors affecting

WLB of employees in Indian manufacturing companies. They reported that organisational facilities(flexible working hours, good working environment and proper leave facilities); familial positive interference(family-support, time allocation and child care arrangement); employee's mental strength (mental maturity, stability and patience) were factors influencing WLB among their respondents. Vyas and Shrivastava (2017) discovered from the literature that job satisfaction, work stress, career growth, turnover, absenteeism, appreciation and competitive environment amongst others were factors influencing WLB and OC. They explained that these factors could be related to an individual, family-related, work-related and family and work-related.

Bharadwaj and Shanker (2019) observed that many studies have been dedicated to factors influencing WLB. Therefore, they concluded that such factors can be grouped into work-related (work demands, organisational culture, peer support, working environment, and organisation's family-friendly policies); personal and family-related (age, gender, marital status, family and childcare responsibilities, and personality amongst others. On their part, Muthukumar et al. (2014)pointed out that attitude, environment, emotional management, psychological behaviour (reactions to the situation), family background, financial and social status amongst others were factors influencing WLB and OC. Munyiva and Wainaina(2018) studiedWLB and employee performance at the Kenya Ports Authority in Mombasa County, Kenya. They discovered that employee welfare support, care and support for employee dependents, leave programme, and flexible work programs were factors influencing WLB of their respondents. Karakas and Lee (2004) explained that WLB issues entails such as spending good time with family members, getting free time to be able to relax for emotional well-being and health of the family, having communication and support from fellow colleagues, obtaining high quality child care and education, and satisfaction with job amongst others. Also, Subramanian and Anjani (2010) reported that job satisfaction, human relation, promotion, working condition, compensation, stress, and grievance were some of the factors influencing WB and OC in organisations. While, Das and Akhilesh (2012) identified organisational factors such as perceived structure, process and climate, job satisfaction, organisational culture, organisational socialisation, person-organisation fit, role conflict and organisation citizenship behaviouras factors influencing WLB and OC.

Furthermore, barriers to WLB and OC of librarians abound. Consequently, balancing professional and personal life, better productivity, and harmonious life has become challenging. Apart from the fact that poor work-life is a threat to OC, other barriers to WLB and OC, as stated by Muthukumar et al. (2014) arestress, physical problems, relational problems, hangover, unethical practices, disturbed families, decreased performance, and organisation in jeopardy. Similarly, Vyas and Shrivastava (2017)

reported that a convergence of factors such as workforce aging, increasing competitive labour market, information technology (although, it has helped workers complete tasks faster, but have also made them accessible at essentially all times outside of the office, thus influencing negative WLB), rising benefit costs, job stress, and lack of social support were some of the identified barriers to proper and sustainable WLB practices in organisations. Consequently, poor work culture is pressing employers to rethink their WLB policies.

Good WLB initiatives (policies) in any organisation (library)would translate into higher morale, job satisfaction, job security, high level of performance, positive work attitude, and total commitment on the part of the employees to their work organizations while for the organisation, a good WLB policies implementation would translate into higher organisational performance, enhanced cost savings, better retention, increase financial turnover, improved reputation, and a healthy workforce. Therefore, the OC of librarians can be improved upon greatly if library managers/administrators give adequate priority to ensuring that WLBpolicies are enacted and the implementation is carried by their organisations. Consequently, it is imperative to investigate the link between the factors influencing WLB and OCof librarians in Kwara State, Nigeria.

Methodology

The study adopted a descriptive survey research design of correlational type. The population for the study consisted of all the one hundred and twelve (112) registered librarians covering 65 academic librarians, 18 special librarians, 28 public librarians and one (1) school librarian in Kwara State, Nigeria. The total enumeration sample technique (census method) was used to select the registered One hundred and twelve (112) librarians in Kwara State, Nigeria. The total enumeration sampling technique was adopted because the target population of the study was not too large. The questionnaire titled work-life balance and organisational commitment (WLBOCOL) scale of librarians was used for data collection.

The questionnaire was divided into five sections: A -E. Section A contains the demographic information which required the respondents' demographic information like name of institution, designation, age, gender, marital status, educational qualification and year of work experience (seven items). Section B contains items on the perception of work-life balance, it was measured on a 4-point response format ranges Strongly Agree, Agree, Disagree and Strongly Disagree. There are 10-item statements in this section, which were generated from the review of related literature on the concept. Section C contains items on the perception of organisational commitment, it was measured on a 4-point response format ranges Strongly Agree, Agree, Disagree and Strongly Disagree. There are 5-item statements in this part, which were generated

from the review of related literature on the concept. Section D contains items on factors influencing work-life balance and organisational commitment, it was measured on a 4-point response format ranges Strongly Agree, Agree, Disagree and Strongly Disagree. There are 10-item statements in this part, which were generated from the review of related literature on the concept.

Section E contains items on barriers to work-life balance and organisational commitment, it was measured on a 4-point response format ranges Strongly Agree, Agree, Disagree, and Strongly Disagree. There are 10-item statements in this part, which were generated from the review of related literature on the concept. The whole questionnaire contained 42 items in all and, comprises closed-ended, open-ended and item-statements type of questions. Two senior lecturers from the Department of Library and Information Science, University of Ilorin, Nigeria, ascertained the questionnaire's face and content validity. The overall reliability co-efficient of the whole 42 items instrument reported an r = 0.754 Cronbach's α. This was considered high enough, thereby confirming the instrument as adequate for this study.

The questionnaire for the study was administered to the librarians through direct contact by the researcher and two trained research assistants to make the questionnaire administration less cumbersome and to ensure a high response rate. Out of the total number administered, ninety-six (96) copies were duly filled and returned giving a response rate of 86%. All the ninety-six (96) copies were found usable for analysis. The Statistical Product and Service Solutions (SPSS) software was used for data analysis. Descriptive statistics such as the frequency counts, percentages, mean, and standard deviation scores were used to analyse the demographic variables and answer the research questions. In addition, Pearson Product Moment Correlation was used for the hypothesis testing.

Results

The demographic profiles of the respondents showed that of the 96 librarians surveyed, 59(61%) were females, while 37 (39%) were males. This implies that there are more female librarians than males in Kwara State, Nigeria. The reason could be that the employment policy favours females more than males. The Library and Information Science profession is a female-dominated one in Nigeria. The age distribution of the respondents ranges from 25-34 years 46(48%). 35-44 years 28(29%). 45-54 years 14(15%). While 55 years and above were 8(8%). Of the 96 respondents, 53(53%) were married, while 39(41%) were single and 4(6%) were either widowed or divorced. This presupposes that there are more married librarians than unmarried ones in the area of study. The educational qualifications of the respondents varied between diploma: 20(21%); bachelor's: 52 (54%); master's: 22(23%); and PhD: 2 (2%). The distribution

of the respondents based on their years of work experience revealed that out of 96 librarians, results showed that 68(71%) had between 1 -10 years of work experience; 13(18%) had 11-20 years of work experience; 7(7%) had 21-30 years of work experience, and 4(4%) accounted for 31 years and above. In addition, the distribution of the respondents by designation indicated that 29 (30%) were Assistant librarian; 36(38%) were librarian II; 19(20%) were librarian I; while 6(6%) accounted for both senior librarian and principal librarian cadre respectively.

Table 1 presents the results of the ten items used to ascertain the perception of librarians on work-life balance in Kwara State, Nigeria.

Table 1: Mean scores ofthe perception of librarians on work-life balance N= 96

Item	Perception statements	Mean	Rank
B1	I perceived increased satisfaction at home and in the workplace if there is a balance work-life.	3.12	1
B2	I perceived work-life balance as one of the tools to have a happy home.	3.02	2
B3	I perceived that stress and issues at home negatively affect my performance in the place of work.	2.96	3
B4	I perceived an increase in my commitment in the place of work anytime I leave home.	2.85	4
B5	I perceived that splitting of time between work and personal life based on priorities is very difficult.	2.82	5
B6	I perceived work-life balance as a mere mirage as years spent working in the library increased.	2.79	6
B7	I perceived work-life balance is when demand and workload at home have a negative impact on performance in place of work.	2.74	7
B8	I perceived work-life balance as a concept that exists but its realisation is not possible for the female gender.	2.64	8
B9	I perceived that when I realise that each time,I try to remain committed in the library, my dedication to my home reduces.	2.63	9
B10	I perceived work-life balance has nothing to do with my career growth.	2.54	10

Table 2 presents the results of the five items used to ascertain the perception of librarians on organisational commitment in Kwara State, Nigeria.

Table 2: Mean scores of the perception of librarians on organisationalcommitment

Item	Perception statements	Mean	Rank
C1	I perceived organisational commitment includes taking responsibilities with greater accountability.	3.25	1
C2	I perceived organisational commitment means the act of dedicating time and effort to the attainment of organisational goals.	3.22	2
C3	I perceived that organisational commitment is only about performing the assigned task at the right time.	2.91	3
C4	I perceived that organisational commitment is a relative term that cannot be measured.	2.89	4
C5	I perceived that organisational commitment is only about resuming at the normal time and closing at the right time.	2.63	5

Table 3 presents the results of the ten-items used to identify the factors influencing work-life balance and organisational commitment of librarians in Kwara State, Nigeria.

Table3: Mean scores of factors influencing WLB and OC of librarians in Kwara State, Nigeria

Item	Factors	Mean	Rank
D1	Job satisfaction.	3.36	1
D2	Social factors (such as employee welfare support, career growth, employee care, leave facilities and programme).	3.36	1
D3	Work related factors (such as work demands, work stress,peer support and good working environment).	3.14	3
D4	Organisational factors (such as perceived structure, process and turnover, absenteeism, climate and support).	3.13	4
D5	Organisational socialisation (such as role conflict and organisation citizenship behaviour).	3.10	5
D6	Organisational culture (appreciation).	3.07	6
D7	Flexible working hours/time allocation.	2.99	7
D8	Personalrelated factors (such as age, gender, marital status, attitude and personality).	2.98	8
D9	Employee's mental strength (such as mental maturity, stability and patience).	2.83	9
D10	Social status and lifestyle.	2.87	10

Table 4 presents the results of the ten-items used to highlight the barriers to work-life balance andorganisational commitment of librarians in Kwara State, Nigeria.

Table 4: Mean scores of barriers to WLB and OC of librarians in Kwara State, Nigeria

Item	Barriers	Mean	Rank
E1	Balancing professional and personal life, enhanced productivity, and harmonious life has become challenging.	3.15	1
E2	Rising benefit costs.	3.12	2
E3	Aging workforce.	3.10	3
E4	Lack of social support, disturbed families.	3.09	4
E5	Unethical work practices.	3.09	4
E6	Relational and physical problems.	3.04	6
E7	Poor work culture, decreased performance, and organisation in jeopardy.	3.04	6
E8	Job stress and hangover.	2.99	8
E9	Increasing competitive labour market.	2.99	8
E10	Change in Technology.	2.81	10

Table 5presents the summary of test of relationship between work-life balance and organisational commitment of librarians in Kwara State, Nigeria.

Table 5. Correlation between work-life balance and organisational commitment

Categories	Mean	Std.Dev	r	sig. P	Rmk
Work-life balance.	28.10	4.14	.288	.004	Sig
Organisational commitment.	14.89	2.66			

* Sig. at p< 0.05 level

The results in Table 5show the correlation between work-life balance and organisational commitment of librarians. The result indicates that the analysis yielded a correlation of r = 0.288 and a p-value of 0.004. Thus, the p-value is less than 0.05 α levels, which indicates that there is a significant correlation between work-life balance and organisational commitment. Moreover, it also suggests that if a clear-cut work-balance policy is in place in an organisation, there will be an improvement in the level

of organisational commitment of the employees and would translate to better organisational performance in the long run.

Discussion of the findings

The first results in this study show statements such as I perceived: increased satisfaction at home and in the workplace if there is a balanced work-life; work-life balance as one of the tools to have a happy home; splitting of time between work and personal life based on priorities is very difficult and stressful, and issues at home negatively affect my performance in the place of work amongst others is what the respondents perceived as work-life balance. These results correspond with the findings of Salansan, (2011) who opined that WLB is the individual perception that work and non-work activities are compatible; promote growth by an individual's current life priorities.Karakas and Lee (2004) averred that employees perceived work-life balance as spending a good time with family, for the emotional well-being and health of family members, support from peers, child care, and being satisfied with the workload. Greenhaus, Collins, and Shaw (2003) stated that employees only perceived work-life balance as giving equal priority to both work and family roles, one can maintain balance.

The result on the second research question revealed statements such as I perceived OC include: taking responsibilities with greater accountability; the act of dedicating time and effort to the attainment of organisational goals; only about performing the assigned task at the right time; a relative term that cannot be measured; and only about resuming at the normal time and closing at the right time. These findings agree with other studieswhoperceivedOC to be multi-dimensional, such as employee loyalty to the organisation, willingness to exert effort on behalf of the organisation, degree of goal and value congruency with the organisation, and desire to maintain membership (Madi, 2012). Maqsood (2011) noted that employees' perception of OC is related to continuous commitment (that is individuals base their relationship with the organisation on what they are receiving, and only put in their best effort when the rewards match their expectations.

The result on the third research question revealed that factors influencing WLB and OC include: job satisfaction; social factors (such as employee welfare support, career growth, employee care, proper leave facilities and programme); work-related factor (such as work demands, work stress, peer support, good working environment); flexible working hours/time allocation; and organisational culture (appreciation) amongst others. These findings correspond with Majumder, Giri and Gangopadhyay (2019) who argued that organisational facilities (such as flexible working hours, good working environment and proper leave facilities); familial positive interference (family-support,

time allocation and child care arrangement); employee's mental strength (mental maturity, stability and patience) were factors influencing WLB. Bharadwaj and Shanker (2019) discovered that work related factor such as work demands, organisational culture, peer support, working environment, and organisation's family-friendly policies, family and childcare responsibilities, and personality amongst others were factors influencing WLB and OC. Vyas and Shrivastava (2017) found that job satisfaction, work stress, career growth, turnover, absenteeism, appreciation and competitive environment amongst others were factors influencing WLB and OC.

Also, the findings of this study showed that balancing professional and personal life, enhanced productivity, and harmonious life is challenging; rising benefit costs, aging workforce, change in technology, stress, lack of social support, disturbed families as barriers to WLB and OC of the respondents. The finding is in line with Muthukumar et al. (2014), who argue that stress, physical problem, relational problems, hangover, unethical practices, disturbed families, decreased performance, and organisation in jeopardy were barriers to WLB and OC. Vyas and Shrivastava (2017) reported that a convergence of factors such as workforce aging, increasing competitive labour market, information technology, and stress amongst others were barriers to WLB and OC.

Similarly, this study revealed that WLB influenced OC of librarians. The correlation that exists in this study between WLB and OC corresponds with Popoola and Fagbola(2020) who reported that WLBis a good determinant of OC of library personnel in federal universities, southern Nigeria. The result also agrees with Gulbahar et al. (2014) who discovered that there is a significant relationship between WLB and OC. Yadavand Rani(2015)'s reports that WLB can foster employees' OC and improve job performance. Thus, a good WLB policy in any organisationis a factor that can enhance organisational performance, reduce employee turnover, promote turnover intentions, high level of work performance, job satisfaction, job security, good ethical work practice, positive attitude, organisational culture, stable workforce, improved work environment, improved family life and organisational commitment of librarians.

Conclusion

WLB is a predictor of OC. Therefore, it is essential for job satisfaction, reduced employee turnover, positive work attitude, high level of performance, organisational growth, organisational commitment and enhance overall organisational efficiency amongst others. The findings of the study revealed that WLB influenced OC of librarians. Employees' productivity and fulfillment on the job depends, not only on the factors related to the work directly but also on those factors that are related to their personal / family life. Logically, a happy employee (librarian) would stay committed both at home and the place of work. In conclusion, the implementation of WLB policies

in organizations should be given utmost priority for such organisation to. benefit from employees' loyalty. In the long run, the loyalty and commitment of the employees to the organisation would enhance overall organisational performance.

Recommendations

Based on the findings of this study, certain recommendations are imperative. Professional bodies like the Librarians' Registration Council of Nigeria (LRCN) and the Nigerian Library Association (NLA) should organise sensitisation workshops on the importance of WLB on OC and its overall influence on the career advancement of practitioners regularly. This would enable librarians to have the right perception about OC and how they can influence their careers. Equally, library managers/administrators should find ways of keeping their employees happy and satisfied through the implementation of a workable WLB policy. This makes the office environment better for working and positively impact the productivity of employees, their family, and personal life.

References

Akanji, B. (2013). An exploratory study of work-life balance in Nigeria: Employees' perspectives of coping with the role conflicts. *International Journal of Research Studies in Management*, 1-12. https://www.researchgate.net/publication/258327541_An_exploratory_study_of_work-life_balance_in_Nigeria_Employees'_perspectives_of_coping_with_the_role_conflicts

Azeem, S.M. & Akhtar, N. (2014). The influence of work-life balance and job satisfaction on organisational commitment of healthcare employees. *International Journal of Human Resources Studies*, 4:2, 18 -24. DOI: 10.5296/ijhrs. v4i2.5667

Balven, R., Fenters, V., Siegel, D.S., & Walden, D. (2018). Academic entrepreneurship: The roles of identity, motivation, championing, education, work-life balance, and organisational justice. *Academy of Management Perspectives*, 32:1. https://doi.org/10.5465/amp.2016.0127

Bharadwaj, V. & Shanker, M. (2019). Women at workplace and work-life balance: A literature Review. *International Peer-Reviewed Journal of Communication and Humanities Research*, 7(1), 46 – 59.

Cain, L.N. (2015). *Examining the factors that impact work-life balance for executive chefs.* (Doctoral thesis, University of Nevada, Las Vegas, U.S.A), Dissertations,

Professional Papers and Capstones 2468. http://digitalscholarship.unlv.edu/thesesdissertations/2468.

Cohen, A. (2014). Organisational commitment theory. In E.H. Kessler (Ed.), *Encyclopedia of Management Theory*,*2*, 526-529. Sage. DOI:10.13140/2.1.4327.4881. http://www.researchgate.net/publication/264205545

Das, M. & Akhilesh, K.B. (2012). Work-life balance of swomen researchers and women managers in India: A multi-construct view, *Singaporean Management Journal*, 1(2), 58-78.

Dictionary.com (2021). Perception. https//www.dictionary.com

Greenhaus, J.H., Collins, K.M.& Shaw, J.D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behaviour*, 63, 510-531

Gulbahar, A.H., Ch, A.A., Kundi, G.M., Qureshi, Q.A. & Akhtar, R. (2014). Relationship between work-life balance and organisational commitment. *Research on Humanities and Social Sciences*, 4:5, 1-7

Hafiz, A.Z. (2017). A relationship between organisational commitment and employee's performance: Evidence from banking sector of Lahore. *Arabian Journal of Business Management Review*, 7:2. DOI: 10.4172/2223-5833.1000304.

Kanthisree, G.(2013). *Work-life balance of employees: A study on selected public and private sector undertakings* (Doctoral thesis, Andhra University, Visakhapatnam, India). http://shodh.inflibnet.ac.in/bitstream/123456789/1919/1/3534.pdf

Karakas, F., & Lee, M. D.(2004). A qualitative investigation into the meaning of family well-being from the perspective of part-time professionals. *Equal Opportunities International*, 23:1, 57-77.

Kumarasamy, M.M., Pangil, F., Faizal, M., & Isa, M. (2015). Individual, organisational and environmental factors affecting work-life balance. *Asian Social Science*, 11:25, 111-123. doi:10.5539/ass. v11n25p111.

Majumder, J., Giri, A. 7 Gangopadhyay, S. (2019). Factors affecting work-life balance of employees in Indian manufacturing companies: An empirical analysis using structural equation modeling (SEM). *International Journal of Innovative Technology and Exploring Engineering,* 8:7, 1551-1557.

Malone, E.K. & Issa, R.R.A. (2014). Work-life balance and organisational commitment of women in the U.S. construction industry. *Journal of Construction Engineering and Management,* 140:3, 04013064. DOI:10.1061/(ASCE)CO.1943-7862.0000809.

Maqsood, A.(2011). *Work environment, burnout, organisational commitment and role of personal variables as moderators.* (Dissertation of Psychology, Quad-i-Azam University, Islamabad).

Merriam-Webster.com(2021). Perception. https://www.meriamwebster.com/dictionary/perception

Momani, H. M. (2017). The mediating effect of organisational commitment on the relationship between work-life balance and intention to leave: Evidence from working women in Jordan. *International Business Research*, 10:6, 164-177.

Munyiva, M.J. & Wainaina, D.L (2018). Worklife balance and employee performance at the Kenya Ports Authority in Mombasa County, Kenya. Journal of Human Resource and Leadership, 3(4), 16-42. https://www.iprjb.org/journals/index.php/JHRL/article/view/784

Muthukumar, M., Savitha, R. & Kannadas, P. (2014). Work-life balance. *Global Journal of Finance and Management*, 6:9, 827-832

Muthoni, N.R.& Gichuhi, D. (2018). Influence of work-life balance on employee commitment in Parastatals: A case study of National Hospital Insurance Fund, Nakuru, Kenya. *International Journal of Economics, Commerce and Management*. http://ijecm.co.uk/

Nwagbara, U., & Akanji, B.O. (2012). The impact of work-life balance on the commitment and motivation of Nigerian women employees. *International Journal Academic Research, Business, Social Sciences,* 2:3, 38-47.

Owolabi, K. A. & Salaam, M.O. (2010). Job satisfaction and organisational commitment of academic librarians in Nigerian Universities. *Library Herald,* 48:2, 162-170.

Popoola, S.O. & Fagbola, O.O. (2020). Work-life balance, self-esteem, work motivation, and organisational commitment of library personnel in federal universities in southern Nigeria. *International Information & Library*Review, https://doi.org/10.1080/10572317.2020.1840244

Ramzan, M., Asif, M., & Adeeb, H. (2018). Insights into university students' perceptions about plagiarism. In Razı, S., Glendinning, I. & Foltýnek, T.(eds.). pp. 77 – 86. *Towards consistency and transparency in academic integrity*. Peter Lang International Academic Publishers. https://doi.org/10.3726/b15273

Rife, A.A., Hamilton, B.A., & Hall, R.J. (2015).*Work-life balance*. SIOP white paper series. A white paper prepared by the visibility committee of the society for industrial and organisational psychology. Society for Industrial and Organisational Psychology, Inc

Robbins, P. S., & Judge, A. T. (2011). *Organisational* behaviour. 14th ed. Prentice Hall.

Russell, G. &Bowman, L. (2000). Work and family: Current thinking, research and practice.Prepared for the Department of Family and Community Services as a background paper for the National Families Strategy. https://www.dss.gov.au/sites/default/files/documents/work_family.pdf

Sadoughi1, F. & Ebrahimi, K. (2015). Self-esteem and organisational commitment among health information management staff in tertiary care hospitals in Tehran. *Global Journal of Health Science,* 7:2, 328 -334. https://www.ncbi.nlm.nih.gov/pubmed/25716374

Sakthivel, D., & Jayakrishnan, J. (2012). Work-life balance and organisational commitment for nurses. *Asian Journal of Business and Management Science*, 2:5, 1-6

Salansan, E. (2011). Work-life programs organisational commitment. *Human Resource Management Journal*, 1:4, 22-38

Saran, S. & Kumar, R.M. (2017). Critical factors influencing work-life balance of Engineer: A review. *International Journal of Engineering Research and Technology*, 6:11, 234 -236.

Sethi, U.J. (2014). Influence of work-life balance on organisational commitment: A comparative study of women employees working in public and private sector banks. *European Journal of Business and Management,* 6:34, 215 -219. www.iiste.org

Smith, J. & Gardner, D. (2007). Factors affecting employee use of work-life balance initiatives. *New Zealand Journal of Psychology,* 36:1, 3-12. http://www.psychology.org.nz/wp-content/uploads/36-1_Smith-Gardner_pg3.pdf

Sow, M.T. (2015*). Relationship between organisational commitment and turnover intentions among healthcare internal auditors* (Doctoral thesis, Walden University, U.S.A).https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=2351&context=dissertations.

Starnes, B.J., &Truhon, S.A. (2006). A primer on organisational commitment. http://asqhdandl.org/uploads/3/4/6/3/34636479/commitment.pdf

Tella, A &Ibinaiye, O.A. (2020). Correlates of staff motivation, satisfaction, and job performance of library staff in selected Nigerian University libraries. *International Information & LibraryReview,* 52:1,32-49, https://doi.org/10.1080/10572317.2019.1631691

Vyas, A. & Shrivastava, D. (2017). Factors affecting work-life balance:A review. *Pacific Business Review International*, 9:7, 194-200. http://www.pbr.co.in

Wertheim, V.V. (2016). *The effect of organisational commitment, organisational-based self-esteem and work engagement on nurses' perception of medication errors* (Doctoral thesis, University of San Diego, U.S.A). http://digital.sandiego.edu/dissertations/61

Yadav, K.M., & Rani, R.B. (2015). Relevance of work-life balance to organisational effectiveness. *Journal of Organisational Studies and Information Technology*, 8:2, 55 -72

Yousef, D.A. (2017). Organisational commitment, job satisfaction and attitudes towards organisational change: A study in the local government. *International Journal of Public Administration,* 40:1, 77-88. DOI:10.1080/01900692.2015.1072217

Authors' Biography

Dr. Olaronke O. Fagbola, CLN, is a senior lecturer in the Department of Library and Information Science, University of Ilorin, Nigeria. She holds a doctorate and master's degree in Library and Information Studies, Information Science and Business Administration from the University of Ibadan and Lagos, respectively and a bachelor's degree in Education / Biology from the Obafemi Awolowo University, Ile - Ife. Her research focuses on information management, users' studies, bibliometrics, and technologyin academic libraries. Email: Fagbola.oo@unilorin.edu.ng; faith1931@yahoo.com

Taiwo Adedigba holds a Bachelor of Science (B.Sc.) degree in Library and Information Science from the University of Ilorin, Nigeria.

Agbetuyi, Priscilla Abike holds master's degree in Library and Information Studies from the University of Ibadan and bachelor degree in Education / Computer Science from the University of Ado-Ekiti. She is currently a doctoral student at the Department of Library and Information Science, University of Ilorin, Nigeria. Her research interests areacademic librarianship and emerging technologies. Email: agbetuyipa@gmail.com