Organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities

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ABSTRACT

This study was originated to scrutinize the effects organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities. This study employed descriptive survey method. Total enumeration or census survey techniques were used to cover all the library personnel in the partaking Nigeria universities. This study employs two research hypotheses to guide the study. Findings revealed that there is significant relationship between organizational commitment and work performance, while there is also a positive significant relationship between interpersonal relationship and work performance.

Keywords: organizational commitment, interpersonal relationship, work performance, library personnel, university libraries

INTRODUCTION

Humans are, by nature, social beings. Our social, emotional, and physical health depends on the relationships we form with others. Understanding strategies used in maintaining interpersonal relationships can assist in establishing a solid support network that can provide resilience as individuals face difficulties in life. Interpersonal connections or relationships involving more than two individuals are referred to as interpersonal relationships. The spouse, family, close friends, acquaintances, coworkers, and a wide variety of other people who are a part of the human social network can all be considered interpersonal relationships (Cherry, 2021). Kemoni (2004) sees Interpersonal relationships as the kind of interaction between more than two people. Interpersonal relationships might occur explicitly, secretly, in person, or even discreetly. Relationships influence how we learn and behave (McCarthy, 2016). It suggests that interpersonal relationships significantly determine our attitudes, behaviors, success, and level of dissatisfaction or failure.

An interpersonal relationship is a human-to-human connection that works in the same organization. An individual spends approximately seven to eight hours at his job, so working alone is nearly impossible. At work, one needs others to converse with and discuss various problems. According to research, working in groups boosts productivity significantly more than working alone (Juneja, 2018). It takes reciprocal giving and taking when it comes to information sharing for relationships to grow and stay healthy. People must open up and be willing to share details about their experiences, emotions, and opinions (Sprecher et al., 2013). Cherry (2021) discusses strategies for maintaining good interpersonal relationships with family, friends, coworkers, and others: open, maintaining boundaries, listening, showing respect, and being empathetic.

Organizational commitment is the level of employee affiliation with a specific firm and its objectives and wishes to continue participating (Robbins & Judge, 2011). Organizational commitment, as defined above, is when a worker is prepared to carry out organizational responsibilities and desires to keep their position within the company. Organizational commitment is thus defined as an individual's psychological connection to an institution, which includes a sense of dedication to their work, loyalty, and faith in many aspects of the workplace (Sethi, 2014). George and Sabapathy (2011) stressed that organizational commitment is among the most crucial requirements for every educational establishment. It is the critical aspect determining an employee's performance, values, and attitudes; it also significantly affects employee loyalty (Sadoughi & Ebrahimi, 2015). Additionally, it is crucial for determining a worker's contribution or purpose for leaving a company (Hafiz, 2017).

Employees are the cornerstone of an organization's ability to succeed and function efficiently; therefore, developing organizational commitment is unquestionably necessary. Farrukh et al. (2016) said that organizational commitment had been initially elucidated as an intelligent strategy that ties employees to a company to reduce turnover. The definition of organizational commitment that is most frequently used, according to Zaraket (2017), is "the level of an individual's participation in his or her institute." Additionally, a worker's capacity to attain success in a company and his desire to maintain the connection without wanting to leave for another organization serve as indicators of loyalty (Zaraket, 2017).

Employees committed to the institution put in more effort to achieve its goals and show that they share its ideals (Cheah et al., 2016). Farrukh et al. (2016), with this approach, it is clear that many beneficial behavioral outcomes, such as better employee retention, efficacy, drive, commitment to excellence, and willingness to make sacrifices for an organization's reputation and performance, are connected with personnel commitment

Idiegbeyan-Ose et al. (2019) asserted that work performance is the aspect of the work behavior domain related to the job and the organization's goals. Organizational performance varies. Library jobs include, for example, material selection, acquisition, cataloguing, and classification, as well as borrowing and returning library materials to users. Fattah (2017) defined work performance as the conclusion of primary duties based on employees' areas of expertise toward accomplishing organizational goals. The skills and knowledge that library personnel ought to possess and exemplify while performing their responsibilities can be used to evaluate their performance. Intellectual capacity, technical knowledge, techniques, and behavioral attributes are competencies (Librarians' Registration Council of Nigeria, 2014). Anyim (2021b) uses librarian work performance to gauge the efficient delivery of library service in the library system. Individual performance is primarily determined by individual characteristics such as abilities, needs, beliefs, determination, willingness, experience, knowledge, and expectations. Motivation grows from the attitude of an employee who faces a work situation (Thoha, 2017). Parashakti et al. (2020) declared that the capacity of an employee to do the task assigned to them and the degree to which that task contributes to the achievement of the organization's objective are factors in work performance. Ubagu and Gbuushi (2020) concluded that respondents agreed that salary payment affects the library personnel work performance at Benue State universities.

In a study, the researchers used an ethics code to predict organizational commitment among public sector professionals and discovered a substantial positive relationship between the two (Kumasey et al., 2017). Uncommitted workers have many adverse effects on the company and the public, such as public sector organizations performing poorly, a lack of job security, a lack of trust, etc. Gupta et al. (2016) and Santos et al. (2016) stated that the most critical outcomes of work engagement are a practical organizational commitment. Work performance is impacted by organizational commitment. It signifies that if organizational commitment and strong confidence in the institutional standard and acceptance of principles and goals are improving, employees' work is characterized by their abilities, efforts, and working conditions. Consequently, organizational equity can be said to be consistent with what a person would expect (Suharto et al., 2019). Additionally, Suharto et al. (2019) recommended

strengthening organizational commitment, which entails firmly believing in the organization's values and objectives to increase abilities, effort, and the nature of working conditions. Also, according to some academics, organizational commitment directly influences employees' performance, making it a crucial concern (Nguyen & Tu, 2020; Sungu et al., 2020).

As said by Ahad et al. (2021), emotional intelligence and organizational commitment were discovered to have a significant positive correlation. It discloses that solid organizational commitment can result from emotional intelligence that is in the positive range. Additionally, Ahad et al. (2021) affirmed that emotional intelligence and work attitudes influence organizational commitment in a mutually beneficial way. An individual's behavior when executing the work assigned to him can be well predicted by his ability to develop emotional intelligence. Valaei and Rezaei (2016) study buttressed the correlation between work satisfaction and organizational commitment.

Shafaee and Bahramzadeh (2019) show a solid and favorable relationship between work performance and organizational commitment. Additionally, there is an effective and favorable correlation between employee performance and organizational commitment. The findings of Hur and Perry (2019) regarding the favorable effects of the repeal of the rules are consistent with the idea that traditional civil service protections increase employees' sense of security about their jobs and will increase their commitment to the company. Although there is a significant factor in achieving high performance, interpersonal relationships must be more readily taught (Burns et al., 2018). The outcomes of this study demonstrate that the working environment significantly positively impacts organizational commitment. As a result, the working environment significantly impacts how committed individuals are to the public sector. Therefore, the practical impact of this finding is that people in charge of organizations in the public sector should be mindful of the significance of fostering an atmosphere that encourages organizational commitment among their workforces (Ahakwa et al., 2021).

The Objective of the Study

The purpose of this research was to scrutinize the effects of organizational commitment and interpersonal relationships of library personnel on work performance in Nigeria universities.

Hypotheses

The null hypotheses listed below are framed and analyzed, and the significance level of p=0.05 guided it.

1. There is no significant correlation between interpersonal relationships and library personnel's organizational commitment to work performance in Nigeria universities.

2. There is no significant effect of interpersonal relationships and library personnel organizational commitment on work performance in Nigeria universities.

LITERATURE REVIEW

Interpersonal Relationship

Strong ties between personnel in the same organization are known as interpersonal relationships. A direct relationship between employees is necessary for optimal performance. Employees must be truthful to

one another to maintain constructive interpersonal interaction and, ultimately, a positive work environment (Juneja, 2018).

Good relationships can lead to physiological changes that boost stress tolerance and performance (Coan et al., 2006). More so, Coan et al. (2006) discovered that the availability of physiological and neural responses to a threat or stress was changed by social resources, highlighting the capacity of relationships to minimize traumatic situations (Coan et al., 2006). Developing mutually beneficial interpersonal relationships is a dynamic activity that develops and develops as the athlete advances along their development path rather than being a passive activity (Burns et al., 2018).

Relationships between people are described as "interpersonal relationships." The relationships between an organization's stakeholders can also be identified as interpersonal relationships. Interpersonal relationships are described by Muhammed et al. (2018) as a potent association between people cooperating in the same organization. Therefore, interpersonal relationships in the context of the secondary education system refer to the connections between members of the secondary school organization. Therefore, a principal's interpersonal relationships include interactions with other school community members, including teachers, students, parents, administrators, and supervisors. In the same vein, Koula (2015) disclosed that interpersonal relationships between the principal and the subordinates are crucial to efficiently running the classroom and the community since they promote job satisfaction among teachers and student's academic success.

According to research, interpersonal relationships can have various significant physical and psychological health benefits. Some examples are loneliness management, improving stress resilience; reducing the likelihood of distress and suicidal behavior; reducing cardiovascular disease risk; and increasing vitality (Alvord et al., 2019; Grav et al., 2012).

It is necessary to understand how to interact with coworkers. According to Juneja (2018), some interpersonal relationship skills to cultivate a positive working relationship with coworkers include remaining positive at work; respecting your colleagues; being cheerful at work; ensuring that your coworkers feel valued; standing by your colleagues in times of crisis; being honest to others; being a patient listener; being friendly and kind to everyone; the personal interests of individuals should be put aside at work; and gaining the confidence of coworkers is facilitated by your reliability. In addition, in order to maintain positive working relationships, a worker must possess strong communication skills (both verbal and written).

According to Abari et al. (2016), the most influential individuals are motivated by their beautiful relationships with their staff members. It improves their morale and work performance. João and Portelada (2016), it is essential that all businesses try to prevent these actions so that interpersonal relationships can serve as a source of fulfilment and happiness based on reciprocal attention and respect. Njoku et al. (2020) discovered that respondents' work satisfaction in the Imo state is only slightly positively correlated with interpersonal relationships and institutional environment. It suggests that any alteration in the institutional environment, whether favorable or unfavorable, will inevitably impact the respondents' job satisfaction.

Major traumatic events can magnify interpersonal relationships' good and destructive features, giving rise to opposing narratives of harm and improvement (Goodwin, 2009; Joseph, 2013). In a study,

dyads dynamically gave meaning to their interpersonal relationships and contained consistently shifting elements during this time. Therefore, throughout the COVID-19 lockdown, vital elements of their interpersonal relationships influenced the formation and destruction of those bonds (Philippe et al., 2020).

Organizational Commitment

Saudi et al. (2016) defined organizational commitment as a person's attachment to the organization, as evidenced by the number of private time employees devote to the organization's task. Individuals' organizational behaviors are primarily influenced by organizational commitment (Sow, 2015). Numerous types of research have revealed that organizational commitment is beneficial to performance. Organizational commitment is a worker's interpersonal connection to their employer (Wertheim, 2016). Similar to this, organizational commitment is the degree of a person's loyalty, the extent to which they identify with and participate in a specific organization, as well as their acceptance of its values and commitment to employ much effort in carrying out their assigned tasks (Azeem & Akhtar, 2014). According to Hafiz (2017), organizational commitment is crucial for determining how much an individual contributes to their employer.

An individual dedicated to an organization believes in it and pursues it fervently, consciously, voluntarily, aggressively, and unceasingly (Akinyemi, 2014). However, it is conceivable for commitment to diminish, especially if the primary reason for commitment needs to be upheld or improved in alignment with one's perception and understanding (Akinyemi, 2014). Ethics is the foundation for establishing a solid working relationship, which is related to workers' intellectual capacity to behave in the organization. It is distinct from other types of commitment, such as workplace ethical endorsement, work performance, professional participation, and cooperative loyalty, which stress ethics, profession, and employment (Dajani, 2015; Rahman et al., 2015; Srivastava & Tang, 2015). A person's level of adoration for organizational values to detect issues and carry out their duties can be characterized as organizational commitment (Mohammed & Eleswd, 2013). Employees' capacity to assess how different cultures perform is based on their strong commitment to the firm's aims and beliefs, readiness to put in much work on their behalf, and desire to stay with the organization (Azeem, 2010; Stinglhamber et al., 2015).

The importance of how employees perceive their employer's support is highlighted by Pattnaik et al. (2020), which in turn helps to increase organizational commitment. It describes elements that make employees more devoted to their employers when their contributions are recognized and encouraged. At Oyo State academic and research libraries, Nigeria, Tella et al. (2007) discovered a substantial connection between employees' organizational commitment and work motivation.

Work Performance

Work performance describes the degree of output realized while carrying out a specific task or assignment. It may also be referred to as an activity, a process of carrying out a duty or function, or accomplishing a specific task concerning recognized accuracy criteria at the time, completeness, and cost (Billikopf, 2014). Completing tasks and performing well can provide individual workers with feelings of superiority and prestige. Unsatisfactory work performance and goal failure may be interpreted as personal failure. Poor organizational performance may result from various causes.

Popoola and Fagbola (2020) suggested that when library staff receives training, especially training designed to give them a chance to grow, they may feel that the enterprise appreciates them as people, strengthening their esteem and aiding in the building of more robust work engagement. Librarians' motivational factors working in libraries in Northeast Nigeria did not influence their work performance (Ikonne & Fajonyomi, 2019). Anyim (2021a) lists the contributing factors as job satisfaction, comprehension of their duty, a lack of necessary resources and facilities, domestic issues, physical conditions, and managerial errors.

Library Personnel Organizational Commitment

Al Zefeiti and Mohamad (2017) opined that organizational commitment is described as target groups' readiness to contribute their effort and allegiance to the societal structure, the social system's engagement of personal relationships that are seen as expressiveness. Mohammed and Eleswd (2013) also explained organizational commitment as the intensity with which someone accepts an organization's aims and principles and strictly adheres to them in carrying out their work obligations. Azeem (2010), Sharma and Sinha (2015), on the other hand, stated that organizational commitment is characterized by a deep commitment to the objectives of the organization and ideals, a readiness to put forth much work on its behalf, and a desire to continue as an organization member. Neubert and Halbesleben (2015) and Zachary (2013) said that unwavering faith in, acceptance of, and readiness to put forth a large part of the organization's part of the effort, as well as an intense urge to maintain the relationship with the firm, are all examples of organizational commitment. Organizational commitment refers to employee attachment to an organization.

Organizational commitment is the level to which people adopt the organization's mission and principles and identify with them when carrying out their duties (Mohammed & Eleswd, 2013). Al Zefeiti and Mohamad (2017) and Azeem (2010) expressed that employees seem to work better and more effectively when they have a powerful commitment to the organization's mission and values, are prepared to put forth significant effort on its behalf and want to stay with the company. The findings of Soomro and Shah (2019) reveal how committed employees are to helping their companies succeed, and the solid organizational commitment of the surveyed participants demonstrates the ingenuity and steadfastness that go into creating a successful business.

According to Lapointe and Vanderberghe (2018), the social actors' readiness to exert themselves and allegiance to the social system is known as organizational commitment. Jayaweera (2015) and Platis et al. (2014) expressed that affiliation with the social interactions personality system allows for expressiveness, which raises employee morale, encourages improved work habits, and results in work accomplishment. Yahaya and Ebrahim (2016) averred that organizational commitment is crucial because, once formed, it may be helpful in several positive company outcomes. It is critical to foster organizational commitment among employees because workers fervently committed to their organizations are more liable to remain longer, provide higher outcomes, and seem very active at work (Yahaya & Ebrahim, 2016). Additionally, committed employees show devotion to their employers and take an active role in society (Dey et al., 2014). Employee retention, involvement, efficiency, job quality, and personal dedication to accomplishing organizational goals are all associated with employee commitment (Hanaysha, 2016).

Udofia and Ibegwam (2019) affirmed that organizational commitment is linked to whether and why people stick with their company. Greater focus must be placed on organizational and human issues influencing librarian dedication in the Nigerian university library setting. Additionally, as low commitment is linked to high levels of employment agility, earnings, transactions, and decreased effort expenditure, deliberate efforts should be undertaken to encourage more substantial commitment among library personnel to improve staff loyalty, retention, and utilization. Dominic and Salim (2018) stated that it is possible to say that commitment is equivalent to an employee's membership in the company. The link between a worker and the organization best represents an organizational commitment. It is a mental state that affects whether or not an employee decides to remain an organization member. Organizational commitment has consistently been the most crucial determinant factor status of corporate citizenship behaviors (Grego-Planer, 2019). Also, gender diversity has been firmly supported by Hsu and Lawler (2019) as a factor in organizational commitment at high job difficulty. Performance is not enhanced by gender diversity, even when the task complexity is low at the workplace level.

Consequently, Engelberg et al. (2011) and Widyaningrum (2011) demonstrated that organizational commitment favors both employee and organizational performance. The primary factor in determining an organization's competitiveness is organizational commitment, which boosts staff self-esteem and loyalty (Hayat et al., 2019; Hendri, 2019; Yousef, 2017). Ahmad et al. (2019), Joe-Akunne and Ezeh (2019), and Karunarathne and Wickramasekara (2020) emphasized that employee behavior and performance are frequently clearly correlated with organizational commitment. Personnel turnover and absences are alike if they are passionate about the organization. Thus, it is essential to routinely assess staff members dedicated to addressing any potential problems and ensure they keep a positive outlook on the job that is required for the organization's overall success.

Library Personnel Work Performance

Kibichii et al. (2016) contended that, contrary to what employers want from training, training outcomes should emphasize performance rather than merely learning. When librarians identify a lack of supervisor recognition of their operation as a hindrance to work performance, It suggests that they are unmotivated to do their best. Additionally, Nwokike and Unegbu (2019) stated that if librarians receive regular training or learn new skills, they will be able to meet the demands of a demanding work environment. A researcher indicated in a study that training has a constructive influence on the work performance of library personnel; the perceived impact of training on library personnel's work performance at universities is felt to a greater extent than at other universities in the state (Ubagu & Gbuushi, 2020).

Library personnel may work more effectively when they receive recognition from library management, are compensated for their efforts, are sponsored to participate in workshops, conferences, and seminars both within and beyond the library, receive their remuneration in the stipulated time and are frequently promoted for their excellent work performance. As a result of their moderate motivation, the librarians in these libraries performed their jobs moderately well. However, this strengthens the correlation between motivation and work performance (Ikonne & Fajonyomi, 2019). Happy

workers are commonly portrayed as having high job satisfaction scales. Moreover, several meta-analysis studies have investigated predictions of a strong correlation between work performance and job satisfaction (Salgado et al., 2019). Olusadum and Anulika (2018) concluded that motivation positively impacts organizational staff performance and helps reduce or minimize inefficiency. Thus, organizational management must implement adequate measures to improve motivation, as this helps attract employees and increase organizational productivity.

METHODOLOGY

Research Design

The research employed a descriptive survey method. The descriptive survey method, which enables the use of a questionnaire as a data-gathering tool, was considered acceptable for this investigation. The ability to explore and analyze correlations amongst that significant number of participants or a geographically scattered focused population was one of the key justifications for using this method. It made it possible to measure interpersonal relationships, organizational commitment, and work performance on a precise and objective basis as perceived by library personnel.

Study Population

The population represents the entire population that will be studied. According to Burns and Grove (2010), a population is an entire group meeting the sampling criteria for a research study. This study's target population consists of librarians and library officers working in the nominated six Nigerian university libraries.

Sample Size and Sampling Procedure

A sample is a discrete segment of the population chosen for investigation. One can draw certain conclusions about the features of the population from which the sample was drawn by looking at the sample's demographics (Creswell & Poth, 2018). The total enumeration technique selected 89 librarians and 66 library officers in the six partaking Nigeria university libraries. The target population for the study is not too big for the researcher to cover; hence the total enumeration method was employed.

Instrument(s) for Data Collection

This study's data collection instrument was the interpersonal relationship, organizational commitment and work performance of library personnel (IROCWPLP) questionnaire. It was developed for the library personnel at all six Nigerian university libraries participating in the study. The questionnaire items were explicitly created to achieve the research objectives. The survey was broken down into four segments 1-4. Section 1 contains demographic information, including the respondents' bio-data, like marital status, educational qualifications, age, gender, work experience, and professional status (six items). Section 2 covers items on interpersonal relationships. The researcher self-designed 18 items in this section. Section 3 comprises items on organizational commitment. 15 items scale in this part was adapted from Popoola and Fagbola (2021). Section 4 contains items on work performance. It is a five items scale adapted from (Tella & Ibinaiye, 2020). All items in the whole questionnaire comprised 38 in all. Sections 2-4 adopted a five-point response format ranging from strongly disagree to strongly agree.

Table 1. Test-re-test for the research instrument's analysis output

Segments	Numbers of items	Cronbach's alpha
Segment1	18	0.928
Segment2	15	0.770
Segment3	5	0.763
Overall reliability	**38**	**0.820**

Table 2. Distribution of the questionnaire at each participating library

University libraries	Librarians	Library officers	Total
A	24	20	44
B	14	9	23
C	10	8	18
D	10	1	11
E	24	10	34
F	10	15	25
Grand total	**89**	**66**	**155**

Validity of Instrument

Abbas (2015) opined that validity and reliability are essential in determining the worthiness and acceptability of research findings. The instrument was given to library and information research experts to guarantee the validity of the data collection tool utilized in this study. The instrument was modified based on the expert's observations, suggestions, and comments. This determined that the instrument had face, content, and constructs validity, confirming its suitability for this study.

Instrument Reliability

Reliability of the instrument refers to how consistently an instrument measures the things it says it measures. This questionnaire was administered to 15 library personnel working at Al-Hikmah University, Ilorin, to ensure the reliability of the questionnaire used to collect data. A test-re-test method of two weeks intervals was employed. Afterwards, the replies gathered were tested using Cronbach's alpha. The entire 38-item instrument's overall Cronbach's alpha reliability coefficient was determined to be r=0.820. This is deemed sufficient, confirming the questionnaire's reliability for use in the study. **Table 1** shows the reliability coefficient for each sub-scale.

Data Collection Procedure

To ensure a high response rate, the researcher and two research assistants administered the questionnaire on interpersonal relationships, organizational commitment, and work performance of library personnel to the respondents in their respective libraries. Because the best time to interact with library personnel is during opening hours, copies of the surveys were distributed during that time.

The respondents received copies of 155 questionnaires. Responses were gathered right away after they were distributed to the participants. The respondent's support and the research assistants' efforts ensured that the exercise went off without a hitch. Out of the 155 copies questionnaire administered, 150 copies were returned and correctly filled, amounting to a response rate of 96%, which was used for the analysis. **Table 2** summarizes the distribution of questionnaires in each of Nigeria's partaking university libraries. The breakdown of the sample is presented in **Table 2**.

Table 3 shows the aministration and retrieval of questionnaires by library personnel in each participating library.

Table 3. Administration and retrieval of questionnaires by library personnel in each participating library

University lbraries	Total population	Administered questionnaire	Number of responses	Rate of response (%)
A	44	44	44	100
B	23	23	22	97
C	18	18	18	100
D	11	11	11	100
E	34	34	32	94
F	25	25	23	92
Grand total	**155**	**155**	**150**	**96**

Table 4. Pearson's zero-order correlations between study variables

Variables	Mean	Standard deviation	1	2	3
Interpersonal relationship	2.77	0.79	1.000		
Organizational commitment	3.13	0.45	.463 (p=.000)	1.000	
Work performance	1.66	0.41	.195 (p=.017)	.215 (p=0.008)	1.000

Methods of Data Analysis

The respondents' biographical information was examined using frequency counts and percentages as descriptive statistics. Furthermore, inferential statistics were used to analyze the research hypotheses 1 to 4 at an alpha level of significance of 0.05, including PPMC and multiple linear regression.

RESULTS

Demographic Characteristics of Respondents

Results revealed the respondents' bio-data. The results showed that out of 150 respondents, 44 (29.3%) were from the University of Ilorin, Ilorin, while 22 (14.7%) were from the Federal University of Technology, Minna, 18 (12.0%) were from Federal University, Lokoja, and 11 (7.3%) were from Kwara State University, Malete. This is followed by the respondents from Ibrahim Badamasi Babangida University, Lapai and Kogi State University, Ayingba, represented by 32 (21.4%) and 23 (15.3%), respectively. In summary, most respondents were from the University of Ilorin, Ilorin. Furthermore, the results showed that 80 (53.3%) were male, while 70 (46.7%) were female. This implies that the vast majority of respondents were male. In the same vein, the result revealed that 15 (10.0%) fall between the ages of 20-29, while 89 (59.4%) fall between the ages of 30-39. This is followed by the respondents that fall between the ages of 40-49, represented by 30 (20.0%), while the least of the respondents fall between the ages of 50 and above, represented by 14 (9.3%). In summary, it can be deduced that most respondents fall between the ages of 30-39. Based on the educational qualification of the respondents, 23 (15.3%) are ND holders, while 42 (28.0%) hold HND degrees. More so, 56 (37.3%) were BSc/BLIS holders while 26 (17.4%) were MSc/MLIS holders; next to this are the respondents that were PhD holders represented by three (2.0%). The distribution of years of work experience of the respondents revealed that 59(39.3%) have six-10 years of work experience, 39(26.0%) have one-five years of work experience, 25(16.7%) have 11-15 years of work experience, 19(12.7%) has 16-20 years of work experience, 6(4.0%) has 21-25 years of work experience, while two (1.3%) has 26-30 years of work experience. This suggests that most of those surveyed have six-10 years of work experience. The professional status distribution of respondents showed that 65 (43.3%) of the respondent's library officers, i.e., paraprofessionals staff, while 85 (56.7%) were librarians, i.e., professionals staff. This implies that the vast majority of those surveyed were librarians.

Table 4 displays the correlation matrixes for zero-order Pearson of respondents' interpersonal relationships, organizational commitment, and work performance. It is presumed that there is a significant correlation between interpersonal relationships and work performance (r=.195, p<.05); organizational commitment and work performance (r=.215, p<.05). Additionally, there is a significant correlation between interpersonal relationship and organizational commitment (r=.463, p<.05) of the respondents.

The result in **Table 5** displayed the interpersonal relationship, organizational commitment, and work performance of library personnel regression results. Regression analysis results reveal an adjusted R^2 value of 0.145 ([a] in **Table 5**) and an F-ratio of 13.677 ([b] in **Table 5**); the latter is significant at the level of 0.05 (0.000<0.05). According to these findings, the two independent variables—interpersonal relationships and organizational commitment—together explained or projected 16% of the variations in the work performance of library personnel as indicated by the R^2 value. The F-ratio suggests that the foretold is also significant.

Table 5 (c) shows the individual contributions of the two factors in determining library personnel work performance. Firstly, the results show that every factor significantly influences the forecast, as shown by the significance of the t values, which are higher than 0.05, as shown in the "t" column of the table. Furthermore, the standardized coefficients (β values), which demonstrate the relative significance of each variable influencing library personnel work performance, showed that interpersonal relationships contributed to the determinant of work performance (β value=.375), followed in positive increasing order of strength by organizational commitment (β=.389). These outcomes indicate that the two factors (interpersonal relationship and organizational commitment) significantly contribute to determining library personnel work performance.

DISCUSSION OF FINDINGS

This study revealed a significant correlation between interpersonal relationships and work performance, thus suggesting that a rise in the interpersonal relationship will result in a rise in work performance. This is in line with Abari et al. (2016) that the most influential individuals are motivated by their beautiful relationships with their staff members, thus improving their morale and work performance. Furthermore, the study also revealed a significant correlation between organizational commitment and work performance, thus denoting that

Table 5. Analysis of respondents' work performance using hierarchical regression

(a) Model summary

Multiple R	.396
R^2	.157
Adjusted R^2	.145
Standard error of the estimate	.37723

(b) ANOVA

	Sum of squares	df	Mean square	F	Sig.
Regression	3.892	2	1.946	13.677	.000
Residual	20.918	147	.142		
Total	24.811	149			

(c) Coefficients

	Unstandardized coefficients		Standardized coefficients		
	B	Standard error	β	T	Sig.
(Constant)	2.239	.220		10.187	.000
Interpersonal relationship	.195	.044	.375	4.391	.000
Organizational commitment	.357	.078	.389	4.552	.000

a rise in organizational commitment will result in a rise in work performance. This agrees with Shafaee and Bahramzadeh (2019) study that there is a solid and favorable relationship between work performance and organizational commitment. Also, this result aligns with Nguyen and Tu (2020) and Sungu et al. (2020), who reported that according to some academics, organizational commitment directly influences employees' performance, making it a crucial concern.

Similarly, this study found that interpersonal relationships and organizational commitment are essential factors in work performance among library personnel. The relationship that occurs in this study among interpersonal relationships, organizational commitment, and work performance corresponds with that of Ahmad et al. (2019), Joe-Akunne and Ezeh (2019), and Karunarathne and Wickramasekara (2020) emphasized that employee behavior and performance are frequently clearly correlated with organizational commitment. Additionally, this supports the conclusions of Njoku et al. (2020), which ascertained that respondents' work satisfaction in the Imo state is only slightly positively correlated with interpersonal relationships and institutional environment.

CONCLUSION AND RECOMMENDATIONS

The study's findings demonstrate how variables, including interpersonal relationships and organizational commitment, affect work performance. Conclusions are drawn that there is a significant relationship between library personnel's interpersonal relationships, work performance, and organizational commitment based on the study's findings. This finding explains why an increase in the organizational commitment of library personnel and interpersonal relationships tends to influence their work performance positively.

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

Managers and heads of libraries are urged to try to persuade library staff to enroll in international courses on interpersonal relationships by providing funding through the tertiary education fund.

Library staff members should receive internal training on interpersonal relationships to support efficient service delivery every three months.

In order to improve library staff commitment patterns pertinent to organizational objectives, it is crucial for university library administrators and supervisors to identify these patterns.

To improve abilities, effort, and the nature of work, organizational commitment—which consists of faith in the organization's values and goals—should be strengthened.

Finally, a provincial and national comparison of organizational commitment, interpersonal relationships, and employee work performance in other state and private organizations needs to be addressed.

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