Innovation Management as Determinant of Employee Commitment in Public University Libraries in Nigeria

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Abstract

The study examined the influence of innovation management on employee commitment in public university libraries in Nigeria. The study adopted survey research design. The population of the study comprised 1,229 librarians from 81 public university libraries in Nigeria. Multistage sampling technique was employed in the study to select thirty (30) public university libraries. A total of 552 librarians from the sampled universities were studied. The instrument for data collection was a structured and validated questionnaire. The response rate was 72.5%. Data were analyzed using descriptive (percentage, mean, standard deviation) and inferential (regression) statistics. The study revealed a high level of innovation management practices in public university libraries in Nigeria. The study concluded that innovation management is a good indicator of employee commitment in public university libraries in Nigeria. The study recommended that management of the public university libraries should sustain and improve innovation management at every level in order to increase employee commitment.

Keywords: Innovation management, Employee commitment, Public university libraries, Nigeria

Introduction

Library is an important component, without which, no university can lay claim to academic excellence. A university library is often referred to as the "nerve centre", the "pivot", the "heart", or the "core" of the academic life of a university. It is an academic department that has the responsibility for selecting, acquiring, organizing, storing retrieving and dissemination of information on books and non book materials that will assist in effective learning, teaching, research and recreational activities of the University (Parry, 2008, Shehu, 2018). As a growing organization, the university library has its own employees and material resources that assist in providing relevant information and services to its clientele. The library personnel provide information services to the staff, students and the community at large. Such services include photocopying, inter-library loans, Online Public Access Catalogue (OPAC), EBSCO Host Online Journal Search among others. The centrality of an academic library is such that no university in Nigeria can be given accreditation by the National Universities Commission (NUC) without a functional and well-stocked library. Stressing the importance of the university libraries, Ajibero (2004) affirmed that if during accreditation exercise the University library scored less than 70%, while other components scored 100%, the programme being accredited will not receive full accreditation.

To offer competitive services in this era of globalization, librarians must be knowledgeable, skillful, talented and committed. A high level of commitment is indispensable for increasing output and obtaining sustainable competitive advantage in the library. The concept of employee commitment is multi-dimensional in scenery, on all sides of workers' loyalty, willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization (Meyer & Allen, 1997, Lo, 2009). Employee commitment has been defined by different scholars. To Meyer and Herscovitch (2001), it is a psychological state that binds an employee to an organization thereby reducing the problem of employee turnover and as a mind-set that takes different forms and binds an individual to a course of action that is of importance to a particular target.

Employee commitment is an emotion of devotion to member of staff employing organization, motivation to work hard for his/her organization, and the intent to remain with that organization. Sharma and Bajpai (2010) asserted that employees are regarded as committed to an organization if they willingly continue their association with the organization and dedicate significant endeavor to achieving organizational goals. The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels

Organizational commitment is made up of three distinctive dimensions, it includes, continuance commitment, affective commitment and normative commitment. (Dipboye, Smith & Howell, 1994) Continuance commitment refers to the commitment the employee experience towards the organization because of investments they have made or because of the costs associated with leaving the organization. This type of commitment comes up when workers understand that they might lose their investment when they leave the organization or because of the fear of the unknown. Affective commitment is the employee's emotional affection to identifying with and contribution in the organization. It shows the level to which the worker gets involved with the organization in terms of identification, association and emotional affection. (Dipboye, Smith & Howell, 1994)

The difference between affective commitment and continuance commitment is that employees who are high in affective commitment stay with the organization because they want to, while employees who are high in continuance commitment stay because they have to; while normative commitment is a form of commitment concerning a feeling of (Moral) obligation to remain in the organization. It describes the extent to which an individual believes he/she should be committed to an organization.

Employee commitment to library goal may be attached to certain underlying factor such as innovation management. Innovation has been described by some scholars as an important driver of economic growth. Most empirical studies conducted in the past showed that innovation leads to improved or new products and services that are higher in quality and lower in price.

The Organization for Economic Co-operation and Development (OECD) (2005) defined innovation as the implementation of a new or significantly improved product (good or a service), or process, a new marketing method, or a new organization method in business practices, workplace organization or external relations. Innovation management has been described as key determinants of employee commitment to the organization.
An innovative company or organization is one that must have implemented or improved on at least one type of innovation in a given period of time. Innovative activities comprise every scientific, technological, organizational, financial and commercial step that are intended to guide to the achievement of innovation. These activities are not themselves innovation, but they are indispensable for the achievement of innovation.

Librarians all over the world have been involved in research on how to improve on library services and activities. Innovation is a concept with varying definitions

depending on the fields of study and social theories (Goldsmith and Foxall, 2003). For innovation to be measurable it must have been implemented. A new or improved product is implemented when it is introduced on the market. New processes, marketing methods or organizational methods are implemented when they are brought into actual use in the firm's operations (OECD, 2005). Lawrence, et al (2002) in their study discussed the evolution of digital age which has put forth various challenges to library professionals, as library managers have to imbibe them for better service delivery such as KOHA (for circulation, classification and cataloguing etc). OECD (2005) in her Oslo manual classified innovation into four types and they are: product, process, organizational and marketing. According to the manual, product innovation concerns a product or service that is new or significantly improved. This includes important improvements in content, mode of delivery, user friendliness or other useful characteristics (Goldsmith and Foxall, 2003)

Tidd, Bessant and Pavitt (2005) proposed five dimensions of innovation management that are considered critical in this study. These practices comprised setting of strategy, process, organization, linkages and learning activities. A well-managed strategic planning process in place, whether innovation is appreciated by the organization and thus incorporated within the corporate strategy and whether the organization has put in place mechanism that will effectively implement a corporate strategy. Process as used in the model refers to the organizational ability to manage its internal processes. It gives attention to the robustness and flexibility of the organizations new product development (NDP). The third dimension, organization, considers the extent to which organizational structure encourages rather than stifle innovation through the top-down, bottom-up or lateral communication in the organization. The fourth dimension focuses on the institutions' ability to create healthy relationship with the external environment such as industry and the academia. The last dimension, learning, gauges the organizational commitment to the training and development of its employee. It also accesses the organizational ability to gather knowledge and/or information from its linkages. Innovative management in the library is needed to overcome the difficulties in daily activities of the library. Innovation is connected to performance and development through improvements in good organization, productivity and quality in existing system.

Statement of the Problem

Libraries and librarians play a fundamental role within the university community in terms of providing information services to patrons within and outside the university community. Preliminary investigation, coupled with personal observations and experience have shown that librarians in academic libraries are becoming less

committed to their work as evince by their performance. Their task performance is not encouraging thereby leading to demonstration of lack of dedication and commitment to duties (Amusa, Iyoro and Olabisi 2013). According to Ademodi and Akintomide (2015), a dissatisfied staff will constitute a nuisance to the organization and this will result in low commitment. However, there is dearth of literature on the extent to which **innovation management** contributes to low employee commitment in public university libraries in Nigeria. Thus, this study seeks to determine the influence of **innovation management on employee commitment in public university libraries in Nigeria.**

Objective of the Study

The main objective of this study is to determine the influence of innovation management on employee commitment in public university libraries in Nigeria. The specific objectives are to:

1. find out the level of employee commitment to work in public university libraries in Nigeria;
2. examine the extent to which innovation management is practiced in public university libraries in Nigeria;
3. find out the barriers to employee commitment in public university libraries in Nigeria

Research Questions

This study provided answers to the following research questions:

1. What is the level of employee commitment to work in public university libraries in Nigeria?
2. To what extent is innovation management practiced in public university libraries in Nigeria?
3. What are the barriers to employee commitment in public university libraries in Nigeria?

Hypotheses

The following research hypotheses are tested at $\alpha = 0.05$ level of significance:

$H_{01:}$ **There is no significant influence of innovation management on** employee commitment in public university libraries Nigeria.

Method

The research study adopted survey design. The population of the study was made up of one thousand two hundred and twenty-nine (1,229) librarians from 81 public university libraries in Nigeria. There are 41 Federal universities and 40 State owned universities that formed the setting of the study. (NUC Bulletin, 2018). The study population is made

up of professional librarians in public university libraries in Nigeria. The sample size of the study was five hundred and fifty-two (552) librarians from 30 public university libraries out the existing 81 public university libraries in Nigeria. Multistage sampling technique was employed to select librarians for participation in this study. First, purposive sampling technique was used to select five (5) geo-political zones out of the six (6) geopolitical zones in Nigeria namely South-West, South-South, South-East, North-Central and North-West respectively while North-East geo-political zone was excluded from the study due to the security situation in the zone. Then, a simple random sampling was used to select 3 states from each of the selected five geo-political zones including North-Central (Nasarawa, Plateau and Kogi); North-West (Kaduna, Kano, and Jigawa); South-South (Delta, Edo and Rivers) South-East (Anambra, Imo and Enugu) and South-West (Lagos, Ogun and Oyo). The sampled States was based on 50% of the total States in each geopolitical zone. Simple random sampling was then used to select 2 university libraries (one federal and one state university libraries) in each state and total enumeration census was used to select all the librarians in the selected university libraries. The sample size for the study is 552 librarians in public university libraries in Nigeria. (see Table 1)

The selected public universities and the number of librarians

Table 1. Sample size for the study

Geopolitical regions	States	Public Universities	No. of Librarians
North Central	Kogi	Federal University, Lokoja	15
		Kogi State University, Ayingba	18
	Nasarawa	Federal University, Lafia	6
		Nasarawa State University, Keffi	18
	Plateau	University of Jos, Jos	21
		Plateau State University, Bokkos	11
South East	Enugu	University of Nig. Nsukka	26
		Enugu State Uni. of Sc. & Technology	7
	Imo	Federal Uni. Of Technology Owerri	12
		Imo State University, Owerri	12
	Anambra	Nnamdi Azikiwe University, Awka	10
		Chukwuemeka Odumegwu Ojukwu Uni	10

North West	Jigawa	Federal University, Dutse, Jigawa State	9
		Jigawa State University	7
	Kaduna	Ahmadu Bello University, Zaria	70
		Kaduna State University, Kaduna	12
	Kano	BayeroUniversity, Kano	44
		The Police Academy Wudil	8
South South	Delta	Fed. Univ. of Petroleum Resources, Effurun	20
		Delta State University Abraka	18
	Edo	University of Benin	26
		Ambrose Ali University Ekpoma	10
	Rivers	University of Port-Harcourt	23
		Rivers State University of Science & Technology	9
South West	Lagos	University of Lagos	32
		Lagos State Univ. Ojo, Lagos	17
	Ogun	Federal Univ. of Agriculture, Abeokuta	25
		Tai Solarin Univ. of Education, Ijebu Ode	8
	Oyo	University of Ibadan	32
		LadokeAkintolo Univ. of Tech. Ogbomoso	16
Total	15 states	30 universities	552 Librarians

Response Rate

A total of five hundred and fifty two (552) copies of questionnaire were distributed to the respondents out of which four hundred (400) questionnaires were duly completed and returned, which represent 72.5% of the total respondents.

Analysis of Research Questions

Research Question 1: What is the level of employee commitment to work in public university libraries in Nigeria?

Table 2: Level of employee commitment to work in public university libraries in Nigeria

	Very high extent (N%)	High extent (N%)	Some extent (N%)	Low extent (N%)	Very low extent (N%)	Mean	SD
Affective Commitment Items							
I am happy to spend the rest of my career with this library	143(35.8)	176(44.0)	46(11.5)	20(5.0)	15(3.8)	4.03	1.01
I enjoy discussing my library with people outside to an extent.	109(27.3)	153(38.3)	98(24.5)	40(10.0)	0	3.83	0.94
I really feel as if this library's problems are my own to a considerable extent.	117(29.3)	158(39.5)	79(19.8)	23(5.8)	23(5.8)	3.81	1.10
I think that I could easily become as attached to another library as I am to this one to a reasonable extent	118(29.5)	133(33.3)	105(26.3)	22(5.5)	22(5.5)	3.76	1.10
I do not feel like a part of the family at my library	107(26.8)	164(41.0)	83(20.8)	14(3.5)	32(8.0)	3.75	1.13
I do not feel emotionally attached to this library	56(14.0)	126(31.5)	104(26.0)	34(8.5)	80(20.0)	3.11	1.32

This library has a great deal of personal meaning for me to an extent	51(12.8)	66(16.5)	64(16.0)	101(25.3)	118(29.5)	2.58	1.40
I feel a strong sense of belonging to this library	26(6.5)	61(15.3)	70(17.5)	68(17.0)	175(43.8)	2.24	1.33
	Average mean = 3.4						
Continuance Commitment Items							
I think I am not afraid of what might happen to me if I quit my job.	73(18.3)	139(34.8)	97(24.3)	55(13.8)	36(9.0)	3.40	1.19
I think it would be very hard for me to leave my library right now, even if I wanted to	74(18.5)	127(31.8)	113(28.3)	54(13.5)	32(8.0)	3.39	1.17
I do not think my life would be disrupted if I leave my library now.	82(20.5)	113(28.3)	96(24.0)	46(11.5)	63(15.8)	3.26	1.34
It would not be too costly for me to leave my library now	99(24.8)	92(23.0)	72(18.0)	84(21.0)	53(13.3)	3.25	1.38
Staying with my library is not a matter of necessity	58(14.5)	116(29.0)	132(33.0)	49(12.3)	45(11.3)	3.23	1.18
I feel that I have too few option to consider leaving this library	115(28.8)	53(13.3)	84(21.0)	65(16.3)	83(20.8)	3.13	1.51
I am not too sure of the consequences of leaving this library	83(20.8)	78(19.5)	94(23.5)	81(20.3)	64(16.0)	3.09	1.37
One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice.	62(15.5)	85(21.3)	101(25.3)	74(18.5)	78(19.5)	3.00	1.34

	Average mean = 3.2						
Normative commitment items							
I am obligated to my library and not ready to leave it	127(31.8)	111(27.8)	78(19.5)	45(11.5)	39(9.8)	3.61	1.30
I am committed to my library because of its inclusive social process	126(31.5)	92(23.0)	91(22.8)	34(8.5)	57(14.3)	3.50	1.38
The values of the library highly elate me morally	62(15.5)	134(33.5)	109(27.3)	46(11.5)	49(12.3)	3.29	1.22
I am committed to the library due to high investment	99(24.8)	82(20.5)	89(22.3)	58(14.5)	72(18.0)	3.20	1.42
The library is highly dependable	52(13.0)	131(32.8)	102(25.5)	57(14.3)	58(14.5)	3.16	1.25
I am relevant in the library	54(13.5)	77(19.3)	111(27.8)	53(13.3)	105(26.3)	2.81	1.37
I fell the library provides me opportunity	31(7.8)	93(23.3)	50(12.5)	52(13.0)	174(43.5)	2.39	1.43
One of the major reasons I continue to work for this library is that i believe that loyalty is important	38(9.5)	83(20.8)	46(11.5)	39(9.8)	194(48.5)	2.33	1.48
	Average mean = 3.0						
	Grand mean = 3.2						

Criterion mean = 3.0
Source: Field work (2017)

Table 2 indicates that the overall mean of employee commitment to work was 3.2 on the scale of 5 points which implies a high extent of commitment on the parts of the employees. However, of the three types of commitments (affective, continual and normative), the table shows that affective commitment had the highest mean score of 3.4, closely followed by continual commitment which has the mean score of 3.2 while normative commitment has the lowest mean of 3.0. The implication is that, there was a high extent of employee commitment to work in public university libraries in Nigeria.

Research Question 2: To what extent is innovation management practiced in public university libraries in Nigeria?

	Very high extent	**High extent**	**Moderate extent**	**Low extent**	**Very low extent**	**Mean**	**SD**
Strategy							
Strategizing to share information and knowledge that will improve our organizational performance	165(41.3)	219(54.8)	3(.8)	9(2.3)	4(1.0)	4.33	0.70
Strategizing to convert, collect to disseminate information to librarian	183(45.8)	171(42.8)	16(4.0)	11(2.8)	19(4.8)	4.22	0.99
Strategizing in the supply and delivery of information materials to clientele	169(42.3)	197(49.3)	2(.5)	9(2.3)	23(5.8)	4.20	1.00
Strategizing to offer improved services to our clientele	158(39.5)	181(45.3)	30(7.5)	29(7.3)	2(.5)	4.16	0.88
Engaging in direct interactions with suppliers of information materials	141(35.3)	184(46.0)	23(5.8)	18(4.5)	34(8.5)	4.00	1.16
	Average mean = 4.2						

Process							
Employing values that protect misuse of library and its resources by our clientele	162(40.5)	195(48.8)	32(8.0)	11(2.8)	0	4.27	0.72
Employing processes to protect information materials from unauthorized users	202(50.5)	144(36.0)	27(6.8)	11(2.8)	16(4.0)	4.26	0.99
Employing extensive library policies and procedures for library uses	159(39.8)	174(43.5)	37(9.3)	30(7.5)	0	4.16	0.88
Employing processes to protect the ethical requirement of our information resources	150(37.5)	193(48.3)	31(7.8)	4(1.0)	22(5.5)	4.11	0.99
Protecting the interest of staff and users is clearly communicated at appropriate forum	146(36.5)	181(45.3)	30(7.5)	26(6.5)	17(4.3)	4.03	1.04
	Average mean = 4.2						
Organization							
Employing adequate supply of the most recent information resources in our library	145(36.3)	166(41.5)	40(10.0)	26(6.5)	23(5.8)	3.96	1.11
Employing policies that guide the recruitment of qualified personnel in our library	150(37.5)	158(39.5)	40(10.0)	25(6.3)	27(6.8)	3.95	1.16
Employing structure that facilitates the creation of new knowledge among our staff and colleagues	140(35.0)	169(42.3)	38(9.5)	15(3.8)	38(9.5)	3.90	1.20

Employing structure that facilitates the transfer of new knowledge among our staff and colleagues	133(33.3)	162(40.5)	51(12.8)	18(4.5)	36(9.0)	3.85	1.20
Employing standardized reward system for quality knowledge sharing among our staff and clientele	107(26.8)	127(31.8)	77(19.3)	46(11.5)	43(10.8)	3.52	1.29
	Average mean = 3.8						
Linkages							
Employing link up with our library users at the faculty level	129(32.3)	213(53.3)	34(8.5)	10(2.5)	14(3.5)	4.08	0.90
Employing adequate supply of the most recent information resources in our library	92(23.0)	236(59.0)	36(9.0)	18(4.5)	18(4.5)	3.92	0.95
Collaborating with public and private research institutions for exchange of information resources	111(27.8)	181(45.3)	52(13.0)	31(7.8)	25(6.3)	3.81	1.12
Collaborating and participate in lateral communication and coordination with other libraries in other universities	104(26.0)	190(47.5)	42(10.5)	37(9.3)	27(6.8)	3.77	1.14
Employing policies that guide the recruitment of qualified personnel in our library	81(20.3)	209(52.3)	51(12.8)	30(7.5)	29(7.3)	3.71	1.20
	Average mean = 3.9						

Learning							
Exposing library staff to training and development programmes that will enhance their performance	100(25.0)	220(55.0)	41(10.3)	25(6.3)	14(3.5)	3.92	0.96
Sharing our learning experience with the entire university community	96(24.0)	221(55.3)	40(10.0)	29(7.3)	14(3.5)	3.89	0.97
Learning from our successes and failures particularly taken impute from our library users	81(20.3)	225(56.3)	51(12.8)	32(8.0)	11(2.8)	3.83	0.93
Exposing our staff to quality control training for enhance service delivery	58(14.5)	248(62.0)	43(10.8)	30(7.5)	21(5.3)	3.73	0.98
Gathering knowledge/information from our collaborators	50(12.5)	247(61.8)	47(11.8)	35(8.8)	21(5.3)	3.68	0.98
	Average mean = 3.8						
	Grand mean = 4.0						

Criterion mean = 3.0
Source: Field work (2017)

Table 3 reveals that innovation management was practiced to a high extent in public university libraries (Grand mean = 4.0). However, out of the five innovation management practices, strategizing and paying attention to process were the most practiced (mean = 4.2), closely followed by the promotion of linkages (mean = 3.9) while organization and learning had the lowest mean scores of 3.8 each on 5 points scale.

Research question 3: What are the barriers to employee commitment in public university libraries in Nigeria?

Table 4: Barriers to employee commitment in public university libraries in Nigeria

Barriers							
Reward System	SA	A	D	SD	Undecided	Mean	Std. Deviation
Harsh political/institutional policies influence/affects my level of organizational commitment	59(14.8)	102(25.5)	125(31.3)	92(23.0)	22(5.5)	3.21	1.12
Poor work/technological environment affects my organizational commitment	59(14.8)	96(24.0)	112(28.0)	109(27.3)	24(6.0)	3.14	1.15
Poor institutional commitment to employees' well-being is a hindrance to my organizational commitment	56(14.0)	115(28.8)	100(25.0)	66(16.5)	63(15.8)	3.09	1.28
	Average mean = 3.1						

Criterion mean = 3.0
Source: Field work (2017)

Table 4 shows the barriers to employee commitment to work in public university libraries in Nigeria. The table reveals that harsh political and institutional policies (40.3%), poor work and technological environment (38.8%) and poor institutional commitment (42.8%) were barriers militating against employee commitment in public university libraries in Nigeria. The average mean of 3.1 implies that the identified barriers were critical to employee commitment in public university libraries.

Hypothesis 1: Innovation management practices do not significantly influence employee commitment in public university libraries Nigeria.

Table 5:Influence of innovation management on employee commitment in public University libraries Nigeria.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	18.055	4.747		3.803	.000
Innovation Management Practices	.595	.047	.532	12.547	.000

a. Dependent Variable: Employee Commitment

R^2 = .283, Adjusted R^2 =.282, $F_{(1,398)}$ = 157.436, P < .05

Source: (SPSS output)

Table 5: reveals that innovation management practices (β =.595, P <.05) significantly influenced employee commitment in public university libraries Nigeria. Furthermore, 28.2% of the variation in the dependent variable (Employee Commitment) was accounted for by the independent variable (Innovation Management Practices). Therefore, the null hypothesis that there is no significant influence of Innovation Management Practices on employee commitment in public university libraries in Nigeria is rejected.

Discussion of Findings

This study examined the influence of innovation management, and employee commitment in public university libraries in Nigeria. The findings from the study revealed a high level of commitment on the part of the employees in the public university libraries in Nigeria. The commitment of an employee to the organization shows the relative strength of the employee's involvement to the organization. As Jaja and Okpu (2013); Ajayi, (2017) observed in their different studies, employee commitment has been regarded as one major challenge facing other organization including library departments and information centres.

The librarian's job commitment, therefore could be said to be the ability of the librarian to stay and perform his job effectively, maintaining full loyalty, involvement and identification, despite the shortcomings of his job such as challenges of achievement, recognition, advancement, social relationship, working condition and welfare benefits which consequently may affect his job satisfaction level. It therefore means that, a

librarian as a professional could be as committed to his profession as well as the library or institution in which he works. However, Quadri (2009,) is of the view that for workers to become committed to their jobs and organizations there must be adequate motivation especially inform of rewards. If the individual discovers that he cannot obtain the rewards he originally desired, he leaves the organization and joins another. If this is not feasible, he accepts those rewards which he can obtain and may at the same time feel less committed to the organization. Therefore, employee commitment in the library is critical for effective service delivery in the areas of user education, documentation, organization of knowledge, circulation services among others.

The outcome of this study revealed that the innovation management examined in this study was employed to a high extent in public university libraries in Nigeria. Complementing the fact that without innovation, the economic and social pay-off of hard-core library efforts would be diminished in Nigeria.

The findings of this research revealed barriers relating to employee commitment in public university libraries. Top among the barriers include institutions show inadequate support to employees' needs and reward system, poor supervisor practice affects many level of organizational commitment.

The testing of hypothesis revealed that innovation management practices (β =.595, P <.05) significantly influence employee commitment in public university libraries Nigeria. Therefore, the null hypothesis is rejected and the alternative accepted.

Conclusion

This study was undertaken to investigate the influence of innovation management on employee commitment in public university libraries in Nigeria. The study sampled librarians in public university libraries in Nigeria. The main instrument for data collection was a structured questionnaire. Data analysis involved both descriptive and inferential statistics such as percentage distribution, mean and standard deviation as well as linear regression analyses.

Based on the findings of this research, the study concluded that innovation management was highly practiced in public university libraries in Nigeria and it highly influences employee commitment in the entire library under investigation. Based on the foregoing, it can be said that library personnel may be more committed to their work where a high sense of innovation management exist.

Recommendations

This study has explored a wide range of theoretical, empirical and policy issues, in the end, the following recommendations are suggested for policy intervention.

(1) The study revealed a high extent of commitment to work on the part of the employees. Therefore, the authorities of the public university libraries should sustain the current level of employee commitment in the libraries.

(2) The findings revealed a high level of innovation management practices in public university libraries in Nigeria. Therefore, the various innovation management practices should be fully deployed into all units and sections of the libraries for effective information service delivery to the library users.

(3) The finding shows the barriers to employee commitment to work in public university libraries in Nigeria. It reveals that there are harsh political and institutional policies, poor work and technological environment, were barriers militating against employee commitment in public university libraries in Nigeria.

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