

Evaluating the impact of work related variables on employees' organizational commitment and job satisfaction: A cross-sectional investigation among Malaysian university librarians

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ABSTRACT

This study attempted to assess the impact of five (5) work related variables (role conflict, role clarity, job autonomy, job performance feedback and job involvement) on organizational commitment and job satisfaction among Malaysian university librarians. The study sought to address the following research questions: (a) do work related variables such as role conflict, role clarity, job autonomy, job performance feedback and job involvement correlate significantly as well as significantly predict the variation in organizational commitment and job satisfaction among university librarians in Malaysia?; and (b) does this set of five (5) work related variables has a greater/lesser impact on organizational commitment as compared to job satisfaction or vice versa among university librarians in Malaysia? A proportionate stratified random sampling technique was employed and questionnaires were distributed to 222 respondents comprising mainly of professionally trained library employees. A response rate of 63% was achieved resulting in 139 usable questionnaires that were returned after two reminders to the respondents. The findings of this study were based on the analysis of 139 usable questionnaires that were returned. The findings revealed that of the five (5) work related variables that were employed, all were found to be correlates of organizational commitment. Of these five correlates however, only three (3) were found to have statistically significant predictive relationship with organizational commitment: role clarity, job autonomy and job involvement. Collectively these three (3) predictors account for 31.8% of the variance in organizational commitment. Of the five (5) work related variables that were employed to examine their relationship with job satisfaction, only four were found to correlate significantly with job satisfaction: role conflict, role clarity, job autonomy and job performance feedback. Of these 4 work correlates, only two (2) were found to significantly predict the variation in job satisfaction. Collectively these two variables (role conflict and role clarity) account for 16.3% of the variance in job satisfaction. Hence, the impact of work related variables was greater for organizational commitment (31.8% of the variance) than for job satisfaction (16.3% of the variance). Only role clarity was found to be a significant correlate as well as a significant predictor of organizational commitment as well as job satisfaction.

Keywords: Organizational commitment; Job satisfaction; University librarians; Malaysia

INTRODUCTION

The topic of organizational commitment and job satisfaction has received considerable empirical attention from scholars and researchers in the field of organizational behavior, organizational psychology and human resource management (Meyer and Allen, 1997; Spector, 1997; Spector, 2000; Cohen, 2003; Klein, Becker and Meyer, 2009;). Despite the multitude of empirical studies that were carried out on these two topics, very little empirical effort had been expended to study the phenomena among library employees, professional or otherwise (Rockman, 1984; Lynch and Verdin, 1987; Mirfakhfrai, 1991; Horenstein, 1993; Hovekamp, 1994; Voelck, 1995; Sierpe, 1999; Kem, 2000; Togia, Koustelios and Tsigilis, 2004). Of these two topics, considerable empirical effort was carried out in the area of job satisfaction in so far as library employees in Western countries are concerned. Organizational commitment and job satisfaction however, remains an area that has received very little empirical effort especially among library scholars and researchers in Malaysia. Not much has been carried out to determine whether correlates and predictors of organizational commitment are also the correlates and predictors of job satisfaction and vice versa.

This study was carried out to identify the correlates and predictors of both organizational commitment and job satisfaction. Specifically the study sought to determine whether a set of five work related variables such as role clarity, role conflict, job involvement, job autonomy and job performance feedback can empirically be established as correlates and predictors of both organizational commitment and job satisfaction among Malaysian university librarians. Additionally, the study was carried out to determine whether this set of five work related variables collectively had an impact on both organizational commitment and job satisfaction and more importantly whether the impact is greater for organizational commitment than for job satisfaction or vice versa.

In view of the preceding objectives, the following research questions were formulated:

- (a) Do work related variables such as role clarity, role conflict, job involvement, job autonomy and job performance feedback correlate significantly as well as significantly predict the variation in organizational commitment and job satisfaction among Malaysian university librarians?
- (b) Does this set of five work related variables have a greater/lesser impact on organizational commitment as compared to job satisfaction or vice versa among Malaysian university librarians?

LITERATURE REVIEW

The review of related empirical literature is divided into 2 sections: (a) correlates of organizational commitment, and (b) correlates of job satisfaction.

Correlates of Organizational Commitment

Role conflict has been conceptually defined in terms of the degree to which demands are made on the employees in the workplace (Rizzo, House and Lirtzman, 1970). Such a situation often transpires when two or more supervisors make demands that conflict or when an employee has to do two tasks but has time to carry out only one of them (Spector, 1997). Role conflict has consistently been found to be a significant correlate of organizational commitment in a number of studies. Higher incidents of role conflict have

been found to negatively affect organizational commitment (Mathieu and Zajac, 1990). Jong, Price and Mueller (1997) found a statistically significant negative but weak relationship between role conflict and organizational commitment, $r = -0.21$, $p < .01$. Nauman (1993), in his study on organizational commitment among expatriate managers found a moderate but statistically significant negative relationship between role conflict and organizational commitment, $r = -0.40$, $p < .05$. Gregersen and Black (as cited in Gregersen and Black, 1996) however did not find a statistically significant relationship between role conflict and organizational commitment. However, in a later study, Gregersen and Black (1996) found a weak but statistically significant negative relationship between role conflict and organizational commitment, $r = -0.30$, $p < .001$.

Role clarity has been conceptually defined by Rizzo, House and Lirtzman (1970) as the extent to which an employee knows what is expected of him or her for adequate performance of his tasks and job responsibilities. Gregersen and Black (1996) posited that role clarity would enhance a sense of felt responsibility and as such would bring about an increase in organizational commitment among employees. Mathieu and Zajac (1990) in their meta-analytic review of the antecedents and correlates of organizational commitment found role clarity to have a statistically significant positive relationship with organizational commitment. Gregersen and Black (1996) in their study on multiple commitments upon repatriation among Japanese expatriates found a statistically significant but moderate relationship between role clarity and organizational commitment, $r = 0.41$, $p < .001$. Palich, Hom and Griffeth (1995) in their study on organizational commitment among foreign employees of an American multinational company found a statistically significant strong positive relationship between role clarity and organizational commitment, $r = 0.64$, $p < .05$.

Job autonomy is another work related variable which has been found to be a consistent correlate of organizational commitment. Job autonomy has been conceptually defined as the degree to which employees are allowed freedom, independence and discretionary powers when performing their job tasks and responsibilities (Sims, Szilagy and Mckemey, 1976). The more autonomy an employee has about what, when and how to do work, the greater he or she would feel a sense of responsibility for the job tasks and responsibilities he or she has been entrusted with. Nauman (1993) in a study of organizational commitment among expatriates managers found a statistically significant but weak relationship between job autonomy and organizational commitment, $r = 0.30$, $p < .05$.

Gregersen and Black (1996) in a study of multiple commitments upon repatriation, found a statistically significant but weak relationship between job autonomy and organizational commitment, $r = 0.30$, $p < .001$. Jong, Price and Mueller (1997) however found a weak but statistically significant relationship between job autonomy and organizational commitment, $r = 0.19$, $p < .01$.

Another work related variable which has been found to be a consistent correlate of organizational commitment is job performance feedback. Sims, Szilagly and Mckemey (1970) have conceptually defined job performance feedback as the extent to which employees receive information that reveals how well they are performing on the job. Hackman and Oldham (1975) have dichotomized feedback into two categories: feedback from the job itself and feedback from agents. Feedback from the job itself is the degree to which performing the job tasks and responsibilities required by the job results in employee receiving information about his or her performance. Feedback from agents is the degree to which employees receive direct and clear information about his or her performance from supervisors and co-workers. Nauman (1993) in his study on organizational

commitment among expatriate managers, found statistically significant but weak relationship between job performance feedback and organizational commitment, $r = 0.29$, $p < .05$. Pearson and Chong (1997) in a study on organizational commitment among nursing employees also found a statistically significant but weak relationship between job performance feedback and organizational commitment, $r = 0.13$, $p < .05$

Job involvement is another work related variable which has been seen to have a statistically significant relationship with organizational commitment. Job involvement has been conceptually defined by Lodahl and Kejner (as cited in Cook et al, 1981) in terms of the extent to which employees personally identify with their work. Mathieu and Zajac (1990) in a meta-analytic review of the antecedents and correlates of organizational commitment found job involvement to be significantly correlated with organizational commitment. Buchko, Weinzimmer and Sergeev (1998) in their study on organizational commitment among Russian employees found a strong correlation between job involvement and organizational commitment, $r = 0.75$, $p < .001$. In a study on organizational commitment among employees in six work organizations in Kota Kinabalu, Malaysia, Chong (2006) found job involvement to be significantly correlated with organizational commitment.

In the light of the above findings, we hypothesized role conflict, role clarity, job autonomy, job performance feedback and job involvement to be significantly correlated with organizational commitment among Malaysian university librarians. We further hypothesized this set of five work related variables to have a big impact on organizational commitment among Malaysian university librarians.

Correlates of Job Satisfaction

The set of five work related variables are reviewed in this section. Each of the five work related variables have been empirically demonstrated to have statistically significant relationship not just with organizational commitment but with job satisfaction as well.

The two role variables have also been empirically identified to have statistically significant relationship with job satisfaction. Nauman (1993) found a statistically significant negative relationship between role conflict and job satisfaction, $r = -0.29$, $p < .05$. Jack and Schuler (as cited in Spector, 2000) in a meta-analytic review found mean correlations of 0.30 and -0.31 for role clarity and role conflict with job satisfaction.

The more autonomy an employee has, the greater will be his or her satisfaction with his or her job. Rockman (1984) found a statistically significant positive relationship between job autonomy and job satisfaction, $r = 0.41$, $p < .01$. In his study on organizational commitment among expatriate managers, Nauman (1993) found a statistically significant but weak relationship between job autonomy and job satisfaction, $r = 0.28$, $p < .01$. Fred and Ferris (as cited in Spector, 2000) found a mean correlation of 0.34 between job autonomy and job satisfaction.

Job performance feedback is another work related variable that has been empirically demonstrated to have statistically significant positive relationship with job satisfaction. Fred and Ferris (as cited in Spector, 2000) in a meta-analytic review found a mean correlation of 0.29 between job performance feedback and job satisfaction.

Job involvement is another work related variable that has been found to correlate significantly with job satisfaction. Buchko, Weinzimmer and Sergeev (1998) found job

involvement to be significantly correlated with promotion satisfaction ($r = 0.45, p < .001$), supervisor satisfaction ($r = 0.35, p < .001$) and co-worker satisfaction ($r = 0.23, p < .01$).

In the light of the above findings, we hypothesized role conflict, role clarity, job autonomy, job performance feedback and job involvement to be significantly correlated with job satisfaction among Malaysian university librarians. We further hypothesized this set of five work related variables to have a big impact on job satisfaction among Malaysian university librarians.

METHOD

The target population for this study was university librarians (professionally trained library employees) in all the major university libraries in West Malaysia (excluding university college libraries which have been upgraded to full university status). Of the nine university libraries that were invited to participate in this study, only one refused to participate since it was engaged in some kind of administrative work at the time the study was being carried out. The remaining eight university libraries agreed to participate by giving the researcher a complete list of the names of their professionally trained library employees who were currently employed at that time. This provided the researcher with the sampling frame which enabled him to randomly and proportionately select a sample from the total population of 279 university librarians in all the eight university libraries in Malaysia.

Allowing for a plus and minus five percent error rate, a sample size of 222 respondents was derived from the total population of 279. Using the Statistical Products, Services and Solutions (SPSS) software, the researcher randomly and proportionately selected the participants from each of the eight university libraries. A response rate of sixty three percent (63%) was achieved resulting in 139 usable questionnaires. The findings for this study were based on the analysis of responses from the 139 usable questionnaires that were returned.

INSTRUMENTATION

Organizational Commitment

Eight items from Meyer and Allen's affective commitment scale were employed to measure organizational commitment among Malaysian university librarians. These items have been adapted and modified to suit the library setting. The word organization has been replaced by the word library. These items are listed in Appendix 1.

Job Satisfaction

A 3-item scale from the Michigan Organizational Assessment Questionnaire was employed to measure overall or global job satisfaction (Cammann, Fichman, Jenkins and Klesh, 1979). These items are listed in Appendix 1.

Role Conflict

A 4-item scale from Rizzo, House and Lirtzman (1970) was employed to measure role conflict. These items are listed in Appendix 1.

Role Clarity

A 5-item scale from Rizzo, House and Lirtzman (1970) was employed to measure role clarity. These items are listed in Appendix 1

Job Autonomy

A 4-item scale adapted from Hackman and Oldham's (1975) Job Diagnostic Survey was used to measure job autonomy. These items are listed in Appendix 1.

Job Performance Feedback

A 4-item scale derived from Hackman and Oldham's (1975) Job Diagnostic Survey was employed to measure job performance feedback. These items are listed in Appendix 1

Job Involvement

A 3-item scale derived from Lodhal and Kejner's (as cited in Cook et al, 1981) measure of job involvement was employed for this study. These items are listed in Appendix 1

FINDINGS

Construct Validation and Internal Reliability Assessments

All instruments and scales that were employed for this study were assessed for construct validity and internal reliability for the purpose of establishing the psychometric stability of the measures that were used. Exploratory Factor Analysis using Maximum Likelihood procedure was employed to empirically demonstrate the construct validity of the instruments used whilst Cronbach's alpha internal reliability coefficients were employed to assess the internal reliability of each of the scales that were used for this study.

Organizational Commitment Scale

In order to demonstrate construct validity, all the eight items that were employed to measure affective organizational commitment were factor analyzed using Maximum Likelihood procedure. The results of running an Exploratory Factor Analysis using Maximum Likelihood procedure is presented in Table 1. A visual inspection of Table 1 shows that of the eight items that were used to measure affective organizational commitment, only one item failed to load on the affective organizational commitment scale: item number 4. The rest of the seven items were found to load on the scale with factor loadings for each of the seven items ranging from 0.50 to 0.70. Collectively all the seven items that were loaded on the affective organizational commitment scale explained 16.39% of the variance. The results of running an internal reliability assessment analysis yielded an alpha reliability coefficient value of 0.81 which is above the recommended value of 0.70 as recommended by Nunnally (1978).

Table 1: Construct validity and Internal Reliability for Affective Organizational Commitment

Scale Items	Factor Loadings	Alpha Coefficient
AffecCommt 1	0.70	0.81
AffecCommt 2	0.50	
AffecCommt 3	0.61	
AffecCommt 5	0.79	
AffecCommt 6	0.58	
AffecCommt 7	0.53	
AffecCommt 8	0.63	

Note: Percent of Variance Explained (16.39%)
Item Descriptions are found in Appendix 1

Job Satisfaction Scale

A visual inspection of Table 2 shows that all the three items that were employed to measure job satisfaction were loaded on a single discrete factor. The three items collectively explained 50.49% of the variance in the global job satisfaction scale. The results of assessing the internal reliability of the scale using Cronbach's internal reliability coefficient alpha yielded a value of 0.50 which is below the 0.70 value as recommended by Nunnally (1978).

Table 2: Construct Validity and Internal Reliability for Job Satisfaction Scale

Scale Items	Factor Loadings	Alpha Coefficient
Jobsat 1	0.72	0.50
Jobsat2	0.81	
Jobsat3	0.86	

Note: Percent of variance Explained (50.4%)
Item Descriptions are found in appendix 1

Role Conflict Scale

A visual inspection of Table 3 shows that all the five items that were employed to measure role conflict were loaded onto a single discrete factor. All the five items collectively explained about 57.4% of the variance in the scale. The results of assessing the internal reliability of the scale using Cronbach's internal reliability coefficient alpha yielded a value of 0.70 which met the value as recommended by Nunnally (1978).

Table 3: Construct Validity and Internal reliability for Role Conflict

Scale Items	Factor Loadings	Alpha Coefficient
Rolcon1	0.80	0.70
Rolcon2	0.43	
Rolcon3	0.84	
Rolcon4	0.78	
Rolcon5	0.83	

Notes: Percent of Variance Explained (57.4%)
Item Descriptions can be found in Appendix 1

Role Clarity Scale

A visual inspection of Table 4 shows that all the five items that were employed to measure role clarity were loaded onto a single discrete factor. All these five (5) items collectively explained 66.3% of the variance in the scale. The results of assessing the internal reliability of the scale using Cronbach's internal reliability coefficient alpha yielded a value of 0.87 which is above the value of 0.70 as recommended by Nunnally (1978).

Table 4: Construct Validity and Internal Reliability for Role Clarity

Scale Items	Factor Loadings	Alpha Coefficient
Rolcla 1	0.74	0.87
Rolcla 2	0.84	
Rolcla 3	0.80	
Rolcla 4	0.87	
Rolcla 5	0.82	

Notes: Percent of Variance Explained (66.3%)
Item Descriptions can be found in Appendix 1

Job Autonomy Scale

A visual inspection of Table 5 shows that all the four items that were employed to measure job autonomy were loaded onto a single discrete factor. All the four items collectively explained 68.5% of the variance in the scale. The results of assessing the internal reliability of the scale using Cronbach’s internal reliability coefficient alpha yielded a value of 0.85 which is above the value as recommended by Nunnally (1978).

Table 5: Construct Validity and Internal Reliability for Job Autonomy Scale

Scale Items	Factor Loadings	Alpha Coefficient
Jobauton 1	0.72	0.70
Jobauton 2	0.85	
Jobauton 3	0.86	
Jobauton 4	0.84	

Notes: Percent of Variance Explained (68.5%)
Item Descriptions are found in Appendix 1

Job Performance feedback Scale

A visual inspection of Table 6 shows that all the four items that were employed to measure job performance feedback are loaded onto a single discrete factor. The four items measuring job performance feedback collectively explained 52.9% of the variance in the scale. The results of assessing the internal reliability of the scale using Cronbach’s internal reliability coefficient alpha yielded a value of 0.70 which met the value as recommended Nunnally (1978).

Table 6: Construct Validity and Internal Reliability for Job Performance Feedback Scale

Scale Items	Factor Loadings	Alpha Coefficient
Perfee 1	0.60	0.70
Perfee 2	0.75	
Perfee 3	0.75	
Perfee 4	0.80	

Notes: Percent of Variance Explained (52.9%)
Item Descriptions are found in Appendix 1

Job Involvement Scale

A visual inspection of Table 7 shows that all the three (3) items that were employed to measure job involvement were loaded onto a single discrete factor. The three (3) items collectively explained 63.75% of the variance in the scale. The results of assessing the internal reliability of the scale using Cronbach’s internal reliability coefficient alpha yielded a value of 0.70 which met the value as recommended by Nunnally (1978).

Table 7: Construct Validity and Internal Reliability for Job Involvement Scale

Scale Items	Factor Loadings	Alpha Coefficient
Jis 1	0.72	0.70
Jis 2	0.81	
Jis 3	0.86	

Notes: Percent of Variance Explained (63.75%)
Item Descriptions can be found in Appendix 1

Testing of Hypotheses: Pearson Product Moment Correlation Analyses

We hypothesized that each of the set of five work related variables (role conflict, role clarity, job autonomy, and job performance feedback and job involvement) would correlate significantly with affective organizational commitment as well as with job satisfaction. In order to test each of the above hypotheses, we conduct two separate bivariate correlations using Pearson Product Moment Correlation Analyses. The results of running Pearson's Product Moment Correlation analyses are displayed in Table 8 below

Table 8: Bivariate Correlations between Work Related variables and Affective Organizational Commitment and Job Satisfaction

Independent Variable	Org Commitment	Job Satisfaction
Role Conflict	-.21*	-.23**
Role Clarity	.46**	.32**
Job Autonomy	.40**	.23**
Job Performance Feedback	.29**	.27**
Job Involvement	.31**	.142

* Correlation is significant at $p < .05$

** Correlation is significant at $p < .01$

A visual inspection of Table 8 shows that all of the 5 work related variables correlate significantly with the dependent variable affective organizational commitment: role conflict, $r = -0.21$, $p < .05$; role clarity, $r = 0.46$, $p < .01$; job autonomy, $r = 0.40$, $p < .01$; job performance feedback, $r = 0.29$, $p < .01$; job involvement, $r = 0.31$, $p < .01$. Hence, the data collected supported the hypotheses that have been formulated.

An examination of Table 8 however shows that only 4 of the 5 work related variables correlate significantly with the dependent variable, job satisfaction: role conflict, $r = -0.23$, $p < .01$; role clarity, $r = 0.32$, $p < .05$; job autonomy, $r = 0.23$, $p < .01$; job performance feedback, $r = 0.27$, $p < .01$. However, job involvement did not correlate significantly with job satisfaction. Hence, the data collected supported most of the hypotheses formulated by the researcher.

Testing of Hypotheses: Multiple Linear Regression Analyses

The next step in the data analysis procedure was to examine the impact of this set of work related correlates on affective organizational commitment as well as on job satisfaction. Additionally, the analysis was carried out to determine whether the impact was greater/lesser on affective organizational commitment or on job satisfaction. To determine the impact of work related correlates on the two criterion variables, a multiple linear regression analysis was carried out. The results of regressing the work related correlates on both criterion variables are displayed in Tables 9 and 10 below.

Table 9: Multiple Regression of Work Related Variables on Affective Organizational Commitment

Variables	Beta	P Value
Role Clarity	0.25	0.004
Job Involvement	0.21	0.005
Job Autonomy	0.21	0.012
R Squared = 31.8%		

Table 10: Multiple Regression of Work Related Variables on Job Satisfaction

Variables	Beta	P Value
Role Clarity	0.19	0.047
Role Conflict	-0.16	0.046
R Squared = 16.3%		

A visual inspection of Table 9 shows that of the five correlates of affective organizational commitment, only three have a predictive relationship with affective organizational commitment: role clarity, $\beta = 0.25$, $p = 0.004$; job involvement, $\beta = 0.21$, $p = 0.005$; job autonomy, $\beta = 0.21$, $p = 0.012$. Collectively, the three predictors account for 31.8% of the variance in affective organizational commitment.

A visual inspection of Table 10 shows that of the four correlates of job satisfaction, only two have a predictive relationship with job satisfaction: role clarity, $\beta = 0.19$, $p = 0.047$; role conflict, $\beta = -0.16$, $p = 0.046$. Collectively, these two predictors account for 16.3% of the variance in job satisfaction.

DISCUSSION

This study sought to identify the correlates and predictors of organizational commitment and job satisfaction among university librarians in Malaysia by employing a set of five work related variables that have been demonstrated in the empirical literature to be correlates and predictors of organizational commitment and job satisfaction. The set of five work related variables were role conflict, role clarity, job autonomy, job performance feedback and job involvement. The findings revealed that of these five work related variables, all were found to be correlates of organizational commitment but only three were found to be predictors of organizational commitment: role clarity, job involvement and job autonomy. Among the five work related variables, only four were found to be correlates of job satisfaction and of these four correlates, only two were found to be predictors of job satisfaction: role clarity and role conflict.

Role conflict was found to correlate significantly and negatively with both organizational commitment ($r = -0.21$) and job satisfaction ($r = -0.23$). This finding is consistent with previous findings in which role conflict was found to correlate significantly and negatively with organizational commitment (Gregersen and Black, 1996; Jong Price and Mueller, 1997) as well as with job satisfaction (Nauman, 1993). This means that the more conflict there is in the library workplace, the lower would be the levels of Malaysian university librarians' commitment to their organizations as well as their levels of satisfaction with their jobs. The relationship however is a weak one at -0.21 and -0.23 with organizational commitment and job satisfaction respectively. Role conflict however turns out to be a predictor of job satisfaction but not of Malaysian university librarians' commitment towards their library. Hence, lower levels of conflict would tend to elicit greater job satisfaction but not higher levels of organization commitment among Malaysian university librarians'. We can tentatively conclude that lower levels of role conflict may increase job satisfaction but not organizational commitment among Malaysian university librarians. Hence, role conflict might be a reason why university librarians in Malaysia might leave their libraries for some other library organizations or professions.

Role clarity is another work related variable that was found to correlate significantly with both organizational commitment ($r = 0.46$) and job satisfaction ($r = 0.32$). The relationship

is stronger with organizational commitment as compared to job satisfaction. Additionally, role clarity was found to be a predictor of both organizational commitment ($\beta = 0.25$) and job satisfaction ($\beta = 0.19$). Role clarity has turned out to be a better predictor of organizational commitment than of job satisfaction. This finding supports that of previous studies in which role clarity was found to have statistically significant relationship with organizational commitment (Gregersen and Black, 1996; Palich, Hom and Griffeth, 1995) as well as with job satisfaction (Spector, 2000). Making roles clearer for university librarians in Malaysia may help bring about higher levels of commitment towards their library organizations as well as higher levels of satisfaction with their jobs. Role clarity in so far as this study is concerned is a better predictor of organizational commitment than of job satisfaction. University librarians in Malaysia are likely to remain in their current library workplace if their roles are made clearer. Making roles clearer for university librarians in the library workplace would not only engender greater commitment towards their library organizations but is also likely to increase their levels of satisfaction with their jobs.

Job autonomy is another work related variable that was found to correlate significantly with organizational commitment ($r = 0.40$) and job satisfaction ($r = 0.23$). This finding supports those of previous studies in which job autonomy was reported to have statistically significant relationship with organizational commitment (Nauman, 1993; Gregersen and Black, 1996; Jong Price and Mueller, 1997) and job satisfaction (Rockman, 1984; Spector, 2000). In this study, job autonomy was found to be a predictor of organizational commitment ($\beta = 0.21$) but not of job satisfaction. University librarians in Malaysia are likely to remain in their current libraries if they are allowed more freedom, independence and discretionary powers when carrying out their job roles and responsibilities. Such autonomy however, is unlikely to engender greater levels of satisfaction towards their jobs. Giving more autonomy to university librarians in Malaysia might increase their level of organizational commitment but certainly not bring about higher levels of job satisfaction.

Job performance feedback is another work related variable which was found to correlate significantly albeit weakly with organizational commitment ($r = 0.29$) and job satisfaction ($r = 0.27$). This finding reinforces that of previous studies in which job performance feedback was found to correlate significantly with organizational commitment (Nauman, 1993; Pearson and Chong, 1997) and job satisfaction (Nauman, 1993; Spector, 1993). Despite being correlated significantly with both criterion variables, job performance feedback did not significantly predict organizational commitment or job satisfaction. Giving feedback will neither increase nor decrease the levels of organizational commitment nor the levels of job satisfaction among Malaysian university librarians. In so far as university librarians in Malaysia are concerned, increasing the levels of job performance feedback will not contribute significantly to an increase nor decrease in their levels of commitment towards their libraries nor contribute significantly to an increase or decrease in their levels of satisfaction with their jobs.

Job involvement is another work related variable which was found to correlate significantly with organizational commitment ($r = 0.31$) but not with job satisfaction. This finding is somewhat inconsistent with previous studies which found job involvement to have statistically relationship with both organizational commitment (Buchko, Weinzimmer and Sergeyeve, 1998) and job satisfaction (Buchko, Weinzimmer and Sergeyeve, 1998). Job involvement was also found to have a statistically significant predictive relationship with organizational commitment. Increasing the levels of job involvement among university librarians in Malaysia are likely to bring about higher levels of commitment towards their

libraries. Successful introduction of strategies that bring about greater levels of job involvement would be reason enough why many university librarians in Malaysia continue to remain in their current library organizations rather than opt for other library organizations or other professions.

In summing up, the findings revealed role clarity, job autonomy and involvement to be significant predictors of organizational commitment whilst only the role variables (role conflict and role clarity) were found to be significant predictors of job satisfaction as far as Malaysian university librarians are concerned. Hence, the impact of these five work related variables is greater for organizational commitment (R squared = 31.8%) than for job satisfaction (R squared = 16.3%) in so far as university librarians in Malaysia are concerned. The only variable that significantly predicts both organizational commitment and job satisfaction would be role clarity. Hence, role clarity has a twin effect in that it not only affects the variation in the levels of organizational commitment but additionally, it also affects the variation in the levels of job satisfaction. However, since regression coefficient is small in both cases, more empirical effort need to be expended before one can safely conclude that role clarity has a strong predictive power on both organizational commitment and job satisfaction among Malaysian university librarians

CONCLUSIONS AND RECOMMENDATIONS FOR FUTURE RESEARCH

Of the five work related variables that were employed to examine their impact on organizational commitment among university librarians in Malaysia, only three were found to correlate significantly as well as significantly predict the variation in organizational commitment: role clarity, job autonomy and job involvement. Collectively these three work related variables account for 31.8% of the variance in organizational commitment. Of the five work related variables that were employed to examine their impact on job satisfaction, only four were found to correlate significantly with job satisfaction among university librarians in Malaysia. Of these four, only two were found to have a statistically significant predictive relationship with job satisfaction: role conflict and role clarity. The impact of this set of work related variables was greater on organizational commitment (R squared = 31.8%) than on job satisfaction (R squared = 16.3%). We may tentatively conclude that work related correlates tend to have a greater impact on organizational commitment than on job satisfaction. Additionally, work related correlates that predict the variation in organizational commitment among university librarians in Malaysia do not necessarily predict the variation in job satisfaction among university librarians in Malaysia. The only work related variable that predicts the variation in both organizational commitment and job satisfaction appears to be role clarity. However, since the size of the regression coefficient is small, it will be premature to make any definite conclusions about the effect of role clarity on both criterion variables.

The findings from this study should be viewed cautiously due to several methodological limitations. As with all types of data collection techniques, the self-reported or self-administered questionnaire too has its share of shortcomings. One of the problems facing cross-sectional survey investigators is that of social desirability. Respondents tend to succumb to social desirability i.e. they tend to respond very favorably to certain items although in reality this is not the case. As such, scores for certain variables tend to be inflated and as such, are prone to errors. Consequently, the researcher may not be measuring the actual or true score which ultimately affects the findings of statistical tests. Secondly, almost every construct in this study has multiple conceptualizations and

operationalizations. The use of conceptual definitions and operational definitions other than the ones employed in this study could have yielded somewhat different results. This could result in changes in the direction of the relationship between variables as well as in the strengths of the relationships between them. Finally, the use of proportionate stratified random sample could have resulted in over-representation of respondents in certain strata and this could affect the true estimation of scores in the population. As a result, the issue of representativeness of the sample could be compromised resulting in a bias sample that could misrepresent the actual scores in the population at large.

Although this study did not incorporate all possible work related variables in the survey instrument, it nevertheless provides an empirical glimpse of the organizational commitment and job satisfaction phenomena among university librarians in Malaysia. The findings provide encouraging empirical illumination that most Western based organizational behavior theoretical framework have important applications for university librarians in Malaysia. For a broader and deeper understanding of the organizational commitment and job satisfaction construct among university librarians in Malaysia, more research is warranted. Longitudinal and experimental studies need to be conducted to provide stronger causal evidence of how a set of work related variables can affect the variation in organizational commitment and job satisfaction.

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Full Item Description for Measures Used

Affective Organizational Commitment

1. I would be very happy to spend the rest of my career in this library
2. I enjoy discussing my library with people outside it
- 3 I really feel as if this library's problems are my own
4. I think I could easily become as attached to another library as I am to this one(R)
5. I do not feel like a member of the family at this library (R)
6. I do not feel "emotionally attached" to this library (R)
7. This library has a great deal of personal meaning for me
8. I do not feel a strong sense of belonging to this library

Job Involvement Scale

1. I am very much involved in my job
2. I live, eat and breathe my job
3. The most important things which happen to me involve my job

Job Satisfaction Scale

1. All in all I am satisfied with my job
2. In general, I don't like my job (R)
3. In general, I like working here

Job Autonomy Scale

1. I have a lot of say over what happens on my job
2. I have enough authority to do my best when carrying out my job
3. My job allows me to make a lot of decisions on my own
4. I have enough freedom as to how I should do my job

Job Performance Feedback Scale

1. The nature of my job provides me with very few clues to figure out whether i am performing or not (R)
2. The nature of my job provides me with plenty of clues to figure out whether I am performing or not
3. My immediate superiors and co-workers on this job almost never give any feedback as to how well I am performing (R)
4. My immediate superiors and co-workers on this job often provide me with feedback as to how well I am performing

Role Clarity Scale

1. I feel certain about how much authority I have been given to do my job
2. There are clear planned goals and objectives for my job
3. I know exactly what is expected of me
4. I have been given clear explanations of what is expected of me

Role Conflict Scale

1. I often find myself in situations in which there are conflicting requirements
2. I am often asked to do work that are against my better judgment
3. I often have to break a rule or policy in order to carry out a job assignment
4. I often receive incompatible requests from two or more individuals in the workplace
5. I am often asked to do things that are unnecessary