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# **The predictive nature of work motivation and career commitment of librarians in Universities in Southern Nigeria.**

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## **ABSTRACT**

Librarians in various tertiary institution of learning require relative developmental incentives apart from their field professionalism which to a greater extent influence their commitment to librarianship career. The aforementioned is either assertive or deniable hence the investigation of motivation as predictor of career commitment of librarians in universities in South-South Nigeria. Two research questions guided the study and one hypothesis was formulated at 0.05 level of significance. A correlational survey was adopted for the study. The population comprised 197 librarians in federal and state universities in South-South, Nigeria. The entire population was used as the sample size because of the small size of the population. Two instruments titled “Work Motivation Questionnaire and Career Commitment Questionnaire (WMQ&CCQ) were used for the study. Also, the reliability of the instruments was done using Cronbach Alpha to determine the internal consistency of the items. Out of the 197 copies of questionnaires administered to respondents (librarians), 193 were retrieved. The research questions were analysed using descriptive and inferential statistics such as aggregate score and simple regression analysis. The hypothesis was tested using regression analysis. The findings of the study show that the career commitment of librarian is high. Work motivation has contributed positively to career commitment and significantly predict career commitment. The study concludes that work motivation significantly predict career commitment. It was recommended that university management and university librarians should ensure that the condition for services and other incentive should be made more attractive and motivating to boost commitment of librarians.

Key word: Librarianship, Work motivation, career commitment, universities, questionnaire

## **Introduction**

Libraries form the vital part of the world's system of education, information storage, retrieval and making accumulated knowledge available through various activities which have to do with selecting, acquiring, organizing and disseminating information to users. Saka and Salman (2014) classified various services to include organizing information resources, public relation services, lending of information resources to users, provision of library user education. The library itself may not be able to render these services to users hence, those who have chosen librarianship as their career, ensure that accumulated knowledge are available in order for libraries to achieve their objectives of meeting users' needs. In other words, librarianship as a chosen career or profession aims at ensuring that the success of the organisation which is the library is guaranteed through librarians' services or commitment.

Career commitment is bounding an individual to behavioural acts which includes identification, involvement and loyalty (Akintayo, 2010). It is also an attitudinal dimension that reflects in an individual's behaviour in an organisation towards a given task (Arogundade, Arogundade & Oladipo, 2014). Career commitment according to Mrayyan and Al-Faouri, (2008) is more or less focused on an individual's involvement in his/her occupation in an organization. That is, career commitment of librarians cut across their services to the organization, their jobs which are mainly on how to satisfy users and everything that has to do with identifying with the profession in terms of conferences, workshops and other activities. Satisfying users in any organization goes with sacrifices on the part of the employees and employers. The employees sacrifice time money and other relevant services while the organization can sacrifice through motivation of employers in order for them to be committed. According to Berg (2011), motivation is one of several factors that brings about someone's

commitment (e.g., as a librarian). In a like manner, Williams, Owusu-Acheampong and Edusei (2015), stated that work motivation is a major factor in the commitment of an employee. This implies that though there are several factors that may bring about commitment, motivation is one major factor to be considered in terms of career commitment.

Hence, work motivation is associated with the part of human that energises, impels and prompt human beings to become different in order for the aim of the organization to be achieved (Saka & Salman 2014). Yadav (2010) defines work motivation as a set of facts which instigates an individual to be involved or engrossed in a certain behaviour. This shows that an individual could be energised by the employers or by the individual himself to make sure that proper services or complete tasks, which also, is geared towards achieving the aim of the organisations and individual's aim in life are carried out. Agba, Ogabor, Nkpoyen and Ushie (2010) stated that the motivational factors that may predict career commitment are intrinsic (internal) and extrinsic (external). When librarians are not intrinsically or extrinsically motivated, they may not be committed to their career. According to Amusa, Salman, and Ajani (2015), most librarians are not committed to their career as they are frustrated in their career thereby losing concentration. Aborisade and Obioha cited in Amune (2015) also stated that library personnel in academic institutions are poorly committed to work as there are no provisions of good working condition which should motivate them. In other words, some librarians are nonchalant in rendering services to users. Users complain of not satisfied with the services rendered in the library. When an environment where an individual work is not encouraging, it may frustrate the effort of such individual thereby leading to non- commitment. In a like manner, lack of funds to attend workshops, seminars, conferences and lack of promotion also promotes non-commitment as it is difficult to publish due to financial and time

constraint. It may in addition frustrate the librarians and make them feel they are neglected by their employers, as such they stand to act in the way that pleases them. Maugo (2013) emphasized that employees may react on dissatisfaction through negative behaviour to work like been absent, lateness to work thereby, showing no commitment. On the other hand, employees may turn out to be committed when they are motivated to work. These aforementioned may either be affirmative or deniable hence the study therefore sought to determine work motivation as a predictor of career commitment of librarians in universities in southern geopolitical zone of Nigeria.

### **Objectives of the study**

The study is set to examine

1. career commitment of librarians in universities in southern geopolitical zone of Nigeria
2. how work motivation predict career commitment of librarians

### **Research questions**

1. What is the career commitment of librarians in universities in the Southern geopolitical zone of Nigeria
2. How does work motivation predict career commitment of librarians in universities the Southern geopolitical zone of Nigeria

### **Hypotheses**

1. Work motivation do not significantly predict career commitment

## **REVIEW OF LITERATURE**

Career commitment describes the individual attitudes towards career or work by been persistent in a given work for long so as to develop specialised skills. (Lin & Chen, 2013). Arogundade, Arogundade and Oladipo (2014) expressed career commitment as an intention to build a career that is meaningful and a lifelong pursuit and operationally, considered career commitment as the attitude of an individual towards vocation or professional occupation. Furthermore, Arogundade, Arogundade and Oladipo explain that an employee may be committed to a particular career in an organisation only, committed to both career and organisation, or committed to neither. However, career commitment is the attitude of an individual towards a professional occupation in an organisation.

There are three types of commitment (Affective, Normative and Continuance). Put in a different form, they could be termed career commitment traits and they are made up of three separate psychological expression. First, affective commitment is a drive, continuance commitment have to do with a necessity and normative commitment implies duty or responsibility. (Berg 2011; Lin & Chen 2004; & Arogundade, Arogundade & Oladipo 2014).

Affective commitment is concerned with a passionate feeling which is related to a working environment that is favorable and also good relationship with colleagues. (Lin & Chen 2004). Imam, Raza, Shah and Raza (2013) define affective commitment as an employee sentimental attachment, sense of belonging and participation. Lin and Chen (2004) also referred to affective commitment as employees' emotional attachment, identification with and involvement. Bagraim (2003) opines that affective commitment takes place if staff are able to meet up with what is expected of them in the organization.. Berg (2011) mentions some of the items to consider under affective commitment being an emotional attachment. Employees

under this domain would be pleased to spend the rest of their life in their career as such they are proud of their career. They tend to put more effort in the work no matter the nature of assignments given to them. They are happy with their career and they have good aspiration to work and be committed. Smith (2015) further explains that if an employee is within the affective commitment domain, they find it easier to identify with their career, and they are also emotionally attached to their career.

Normative commitment is related to duty or responsibility; a worker may have the impression of owing their profession for been offered a job when they needed it most. (Lin & Chen 2004). Noor and Noor (2006) stated that normative commitment is when workers feels they are obligated to the organisation without negating their personal norms and values. When librarians have a high levels of normative commitment they tend to stay because they feel they ought to stay. Bagraim (2003) noted that employees with normative commitment internally believe that it is an obligation. According to Suliman and Iles, (2000), a normative committed employee has the impression that it is right to stay on their career without considering ranks/positions, motivation or pleasure they derive. Similarly, if workers manifest normative commitment traits, they may decide to stay with their chosen career, not because they want to stay, but it is possibly because they feel they should stay. (Pepe, 2010).

Finally, continuance commitment is the propensity for employees to feel attached to their career based on the associated cost of going out of their career. (Buitendach & Dewitte, 2005). Lee and Chen (2013) also explain that continuance commitment can be used to refer to anything that is valuable that the employer must have invested on, such as effort, time, money that would be lost if the employee is to leave the employer. The perceived cost of leaving may be intensified by lack of alternative to replace the employee. Berg(2011) states that employees

under continuance commitment find it difficult to neglect their career because they are afraid of the cost of going out of their career as such it becomes a necessity for them to stay. Employees tend to put their all into their career as going out may not fetch them a better one. In a like manner, Pepe (2010) stated that if employees are within the level of the continuance commitment, they remain with that particular employer for various years because they have the knowledge of the consequences of leaving. Therefore, they choose to be part of the organisation, not because they want to be part of it, but it is needful.

For the past several years, research based attention has been devoted to career commitment. This is due to the importance of careers to individuals, organizations, and society (Noordin, Jusoff, Hamali & Harun 2013). Career commitment is important because high levels of commitment lead to several favourable outcomes thereby predicting performance, absenteeism and other behaviour. It reflects the extent to which employee goal is achieved (Dodevic 2004).

In a study carried out by Awoyemi and Odefadehan (2017), it revealed existence of a high score on commitment of librarians through some of the traits such as embracing best practice such as finding new ways of doing things, attending conferences, participating in an in-house training, regular attendance to meetings. Berg (2011) also identified love for career, enjoy being addressed as a librarian, participating in the profession activities, embrace new ways of doing things, subscribe to journals in librarianship, not wanting to go for other jobs even when their pay is higher, ready to tell others about their career, see their career as a rewarding career, career is important to self image) as some traits of commitment a librarian ought to possess. In essence, librarians who do not possess these traits of commitment do not have value for their career. Olajo and Oyeboade (2016) found that librarians were quite committed to their work



in their various libraries showing that 82.0% of the respondents agreed strongly that they could conveniently tell people about their job been the best. 72.3 % strongly agree that they care about the future of their jobs, 72.3% respondents also noted that there is a relationship between their personal goals and their jobs and 61.2% of the respondents asserted commitment to their work. Lima, Costa, Lopes, Balsan, and Santos. (2015) study also revealed much more significant levels for career commitment. In other words, a high level of commitment is expected from librarians for the organization to achieve its aim. Adio and Popoola (2010) also inferred that career commitment is shown by an employee whose value is on the goal of his or her profession, and performs effectively the duties of his/her profession. This could be regarded as giving all of one's self which entails facts as timeliness, attending to details, extra labour/work, ready to accept changes, cooperating with others, developing oneself, respect and trust, satisfaction from achievement, quest for improvements and been supportive. (Mullins, 2009)

There are various works performed in the library that the librarians needed to be committed to, for the goal and value of the profession of librarianship to be achieved. Some of these works performed are organisation of information/information resources, selection and dissemination of information, provision of online reference services and digitisation of materials. Adio and Popoola (2010) stated that librarians are responsible for proper ways of collecting, organising and managing large collections that will meet users' needs. Librarians also index materials, answer users enquiries, teach users research skills, and help in locating the information needed. These identified duties and other non-identified duties of librarians demand commitment for effective service delivery as different ways of commitment can result into different work-related behavioural outcomes. Though librarians commitment to their

career in developing countries like Nigeria has effect on the quality of services rendered, and also on their satisfaction on the job, If librarians feel that a great value is placed on their job by their employers, they may exhibit a positive attitude and have greater career commitment (Adio & Popoola 2010). In other words, motivation is the bottom line of the value placed on librarians for them to be committed to their career.

Motivation could be regarded as what propel someone to act, or it is a rationale for behaviour. (Ekere,2012). Work motivation does not have to do with manipulating individuals against their wishes but understanding their needs, or what move them into actions. Siamuzwe (2012) postulated that motivation have to do with the involvement of so many forces and wants which provide the energy for an individual to perform a particular task. Siamuze explained further that the manager's role is to successfully motivate employees and positively influence their behavior to achieve greater productivity. Similarly, Awoyemi and Odefadehan (2017) affirmed that employees may be more committed to their careers if their current jobs are in line with their career aspirations and are appreciated. Aslam (2011), in support of this, stated that when employees are highly motivated, it can bring about commitment thereby leading to an increased performance and decrease in problems related to individuals such as excessive absence from work, embarking on strikes, been redundant and so on. Yusuf (2015) in the same way stated that, when employees are not motivated or there is decline in motivation, they tend to be aggressive, show coldness and animosity as well as perform below expectation, thus without considering the efficiency, productivity and sustainability of the organisation. Pillay, Dawood and Karodia (2015) posited that there is a force that is behind motivation that can easily drive employees to putting their best towards actualizing expected results. In other words, work motivation viewed from various perspectives points towards commitment in all

areas thereby reducing or eliminating complaints and problems from the employees and their employers. Motivation amongst librarians is quite critical and sensitive because, when librarians are motivated, there is a high tendency of been productive because they would be committed. Adeyinka, Ayeni and Popoola (2007) stated that work motivation have a way of encouraging workers' performance and fulfilling or appealing to workers' needs. Saka and Salman (2014) emphasised that for employees to be perform effectively and better in their roles, attention must be given to staff motivation; that is, proper leadership qualities, training of staff, contributing to management, good working environment and free flow of information. This also implies that motivational factors such as staff training, job security, and so on can bring about commitment in an organisation. Redman and Wilkinson 2013, as cited by Pillay, Dawood and Karodia (2015) also stated that employees promotion, increased salary and higher responsibilities are the benefits of staff training. They further pointed out that motivation is behaviour directed towards expectations of goal attainment and reward systems. Furthermore, Ossai and Amos (2014) found that motivational measure has significant effect on employee commitment and also on productivity, because motivation helps to boost an employee's morale. They further stressed that there is need to understand the basic need to motivate employee in order to improve their commitment. In other words, a positive influence of motivation on commitment can lead to a higher productivity in an organization.

In a study by Salleh, Zahari, Said and Ali (2016), work motivation positively influenced commitment. That is, the relationship between commitment and work motivation was strong with 0.772 which means that when Pearson's  $r$  was close to 1, a strong marked relationship existed between the variables. Williams, Awusu- Acheampong and Eduesei (2015) study also revealed that there existed a strong correlation coefficient between work motivation and

commitment ( $r=.004$ , and  $r=0.03$ ) respectively. This indicates that there was a strong relationship between motivational factors and staff commitment. Lamptey, Boaeteng and Antwi (2013) study revealed that motivation had a positive effect on the performance of librarians in the public university libraries, which necessitate the accessment of this study in the environment of Southern geopolitical zone of Nigeria .

## **METHODS**

The correlational survey was adopted for this study. A total number of 197 librarians in federal and state universities in Southern Nigeria made up the population for the study. The entire population was sampled because of its small size. The researcher used questionnaire to elicit information from the respondents and data were analyzed using descriptive and inferential statistics such as aggregate scores, simple regression analysis and multiple regression analysis.

## **RESULT AND DISCUSSION**

### **Research Question 1**

What is the career commitment of librarians in university libraries?

**Table 1: Range of scores on career commitment of the librarians in university**

Range of scores	N	%	Remarks
17 – 42	9	4.7	Low career commitment
43 – 68	184	95.3	High career commitment

Table 1 indicates that librarians remark on career commitment had scores that range from 43 to 68 {184 (95.3%)} which is high compared to a score range of 17 to 42 {9 (4.7%)} of the university librarians with low career commitment.

The findings from the study shows that the career commitment of the librarians sampled is high, which therefore depict that librarians in university libraries are dedicated and committed to their career. This is an indication that the various items (love for their career, enjoy being addressed as a librarian, participating in the profession activities, embrace new ways of doing things, subscribe to journals in librarianship, not wanting to go for other jobs even when their pay is higher, ready to tell others about their career, see their career as a rewarding career, their career is important to their self image) which describe commitment of librarians to their career were positively attested to. The findings of this study corroborate that of Olajo and Oyeboade (2016) that librarians in private universities are quite committed to their career as they could comfortably tell people about their career as the best career. According to the study of Adio and Popoola (2010), it further affirmed that career commitment is demonstrated by those who place values or emphasis on their professional goals and also performs their professional duties effectively. This is a mirror representation of what was inferred from the current study as depicted in table 1 that librarians are committed to their career.

## **Research Question 2**

How does work motivation predict career commitment of librarians in universities?

## **Null Hypothesis 1**

Work motivation do not significantly predict career commitment of librarians in universities in southern geopolitical region of Nigeria

**Table 2: Regression analysis on the work motivation in university libraries as predictor of their career commitment**

Variable	R	R <sup>2</sup>	R <sup>2</sup> change	% variance added	B	BETA	Cal t	df
	<u>Pvalue</u>	<u>Remark</u>						
Work motivation	.432	.186	.182	18.2	.353	.432		
	6.613	191	.000	S				

Table 2 indicates that work motivation of the librarians had Beta of 0.432. This indicates that work motivation or motivation based activities of the librarians in university libraries had contributed about 43.2 percent to their commitment to career.

Also at 191 degree of freedom and 0.05 level of significance, the calculated t value 6.61 with Pvalue 0.000 was less than the 0.05, this allows for the rejection of null hypothesis. Therefore, work motivation of the librarians in university libraries significantly predict their career commitment.

The study has shown that work motivation has contributed positively to career commitment. In other words, when librarians are motivated, they have the tendency of been more committed to their career. The study of Lamptey, Boaeteng and Antwi (2013) supports or had a similar report as this finding by indicating that work motivation has a positive effect on the performance of librarians in the public university libraries in Ghana. In the same way, the findings of Williams, Awusu- Acheampong and Eduesei (2015), also revealed similar report that there exist a positive correlation between motivation and commitment. They also revealed that motivational traits such as staff training, monetary reward, working to gain experience amongst others contributed to career commitment. In essence, motivation to work, be it intrinsic (internal) or extrinsic (external) may to a greater extent propel or impel librarians to work commitment or career commitment.

The study has revealed that work motivation significantly predicts career commitment of librarians in universities in Southern Nigeria as observed in the tables 3, 4, 5 etc. This finding could be as a result of the fact that motivation has a way of encouraging workers or librarians performance which according to Adeyinka, Ayeni and Popoola (2007), motivation has a way of encouraging workers' performance and fulfilling or appealing to workers' needs. In a similar observation from the study of Ossai and Amos (2014), it was found that motivational measure has significant effect on employee commitment and also on productivity, because motivation helps to boost an employee's morale. They further stressed that there is need to understand the basic need to motivate employee in order to improve their commitment. In addition, it suggested that utmost attention should be given to employees basic needs with a view to improving commitment.

## **CONCLUSION AND RECOMMENDATION**

Libraries as organizations set up to meet the need of users owe it as an obligation to render adequate services through commitment to career or commitment to work as to meet users need. It is expedient that measures to ensure commitment is achieved and appropriately put in place to ensure that librarians needs are attended. One of such, is motivational measures for librarians to assure their commitment to career as revealed in the study that motivational activities for librarians significantly predicted career commitment. Therefore, work motivation should be encouraged in university libraries.

The study recommends that librarians/ university management in university libraries should find out major reasons why patrons are not satisfied with the services rendered in libraries since poor services is a problem in most library. In addition,, since motivational activities would significantly predict career commitment as observed from the study, the

university librarian and management should ensure that librarians are motivated by implementing motivational activities in work place.

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**Conflict of Interest**

Non was declared



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**Table 3 Work Motivation**

	Frequency	Percent	Valid Percent	Cumulative Percent
42.00	5	2.6	2.6	2.6
43.00	1	.5	.5	3.1
49.00	4	2.1	2.1	5.2
50.00	1	.5	.5	5.7
53.00	1	.5	.5	6.2
55.00	2	1.0	1.0	7.3
56.00	1	.5	.5	7.8
57.00	4	2.1	2.1	9.8
58.00	1	.5	.5	10.4
59.00	5	2.6	2.6	13.0
60.00	9	4.7	4.7	17.6
61.00	6	3.1	3.1	20.7
62.00	22	11.4	11.4	32.1
63.00	11	5.7	5.7	37.8
64.00	9	4.7	4.7	42.5
65.00	10	5.2	5.2	47.7
66.00	9	4.7	4.7	52.3
67.00	8	4.1	4.1	56.5
68.00	14	7.3	7.3	63.7
69.00	13	6.7	6.7	70.5
70.00	12	6.2	6.2	76.7
71.00	12	6.2	6.2	82.9
72.00	8	4.1	4.1	87.0
73.00	4	2.1	2.1	89.1
74.00	7	3.6	3.6	92.7
75.00	8	4.1	4.1	96.9

76.00	3	1.6	1.6	98.4
78.00	1	.5	.5	99.0
80.00	2	1.0	1.0	100.0
Total	193	100.0	100.0	

**Table 4 Career Commitment**

	Frequency	Percent	Valid Percent	Cumulative Percent
33.00	1	.5	.5	.5
37.00	1	.5	.5	1.0
39.00	2	1.0	1.0	2.1
40.00	1	.5	.5	2.6
41.00	1	.5	.5	3.1
42.00	3	1.6	1.6	4.7
43.00	2	1.0	1.0	5.7
44.00	8	4.1	4.1	9.8
45.00	7	3.6	3.6	13.5
Valid 46.00	7	3.6	3.6	17.1
47.00	7	3.6	3.6	20.7
48.00	8	4.1	4.1	24.9
49.00	12	6.2	6.2	31.1
50.00	3	1.6	1.6	32.6
51.00	8	4.1	4.1	36.8
52.00	12	6.2	6.2	43.0
53.00	23	11.9	11.9	54.9
54.00	15	7.8	7.8	62.7
55.00	6	3.1	3.1	65.8

56.00	22	11.4	11.4	77.2
57.00	5	2.6	2.6	79.8
58.00	11	5.7	5.7	85.5
59.00	13	6.7	6.7	92.2
60.00	4	2.1	2.1	94.3
61.00	2	1.0	1.0	95.3
62.00	1	.5	.5	95.9
63.00	2	1.0	1.0	96.9
64.00	4	2.1	2.1	99.0
66.00	2	.5	.5	100.0
Total	193	100.0	100.0	

**Table 5 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 <sup>a</sup>	.186	.182	5.31873

a. Predictors: (Constant), Work Motivation

**Table 6 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1237.012	1	1237.012	43.728	.000 <sup>b</sup>
	Residual	5403.175	191	28.289		
	Total	6640.187	192			

a. Dependent Variable: Career Commitment

b. Predictors: (Constant), Work Motivation

**Table 7 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.469	3.507		8.404	.000
	Work Motivation	.353	.053	.432	6.613	.000

a. Dependent Variable: Career Commitment

**Table 8 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.432 <sup>a</sup>	.186	.182	5.31873

a. Predictors: (Constant), Work Motivation

**Table 9 ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1237.012	1	1237.012	43.728	.000 <sup>b</sup>
	Residual	5403.175	191	28.289		
	Total	6640.187	192			

a. Dependent Variable: Career Commitment

b. Predictors: (Constant), Work Motivation



**Table 10 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29.469	3.507		8.404	.000
Work	.353	.053	.432	6.613	.000
Motivation					

a. Dependent Variable: Career Commitment