



## Work Motivation as Predictor of Career Commitment among Librarians in Colleges of Education in Southern Nigeria

Fijabi, Fatai Ademola, Akporhonor, Blessings Amina

<sup>1</sup>Yaba Tech Central Library

Yaba College of Technology, Yaba, Lagos State

<sup>2</sup>Department of Library and Information Science

Delta State University, Abraka

### ABSTRACT

The study investigated work motivation as predictor of career commitment among librarians in Colleges of Education in southern Nigeria. The study employed the ex post facto research design using a population of 245 respondents which consisted of all the librarian in both federal and state colleges of education in southern Nigeria. The study answered three research questions and tested three hypotheses. The purposive sampling technique was used for the study. Thus, all the two hundred and forty five librarians from twenty-eight (28) federal and state colleges of education in the three geo-political zones in Southern Nigeria were used in the study. The questionnaire was the instrument employed for the collection of data for the study. The instrument titled, "Work Motivation and Career Commitment Questionnaire (WMCCQ) was adapted from the Organisational Commitment Questionnaire (OCQ). Data was analysed using descriptive measures such as frequency and percentages. Pearson Product Moment Correlation Statistic was used in answering the research questions, while the hypotheses were tested using Simple and Multiple Regression Statistics. The results revealed that librarians were satisfied with their level of motivation. Satisfaction levels were salaries benefits, responsibility, safety, security, subordinates and supervisors. The study also revealed that the librarians in the colleges of education were committed to their career. The study revealed significant relationship between work motivation and career commitment of the librarians. The study concluded that work motivation predicted career commitment among librarians in Colleges of Education in Southern Nigeria. The study recommended among other things that to ensure the librarians continuous commitment to work the management of Colleges of Education should use motivational factors like salary, benefits, responsibility, safety and security.

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### INTRODUCTION

It has become clear over the years that our world has changed from a more planned and predictable place to one that is continuously changing, workers are expected to continuously improve on their skills and knowledge if they want to be relevant during this period, as a stable

and progressive career path is no longer the usual situation (Fogarty, 2013).

Career commitment is a force that connects somebody to an act in a certain way that is relevant to a kind of target (Meyer and Herscoritch, 2001) similarly, career commitment is a measure of the combination of the employee's motivation



with the mission of the organisation (Schiverick and Janelle, 2009). Humayun (2010) observed that, compare to organisational commitment, it is actually the commitment of professional to their career that amplifies the effect of change. Beside job performance, a committed workforce provide gains to the organisation (Meyer, Becker and Vandenberghe, 2004). Quadri (2009) considered career commitment as a sense of identity and attachment to a particular profession. Career commitment has been defined as an attitude formed by individuals and directed to their career. It has been seen as a kind of work commitment that individuals possess on a career field, Saari and Judge (2004) regarded carer commitment as a recognition of the possibility of identifying with a different social identity or not forsaking an expected one under forces or punishment. It can also be considered as one's attitude towards one's profession or vocation that has to do with the development of personal career goals and identification with and partaking in those goals (Goulet and Singh, 2007).

Akintayo (2010) supported this view by stating that commitment is the joining of an individual to behavioural acts such as, identification, involvement and loyalty. He viewed commitment as a strong satisfaction of the individual. Further in his opinion, when an individual truly joins and accept the norms of a group, leader and supporters, he is simply explaining that the goals and values associated with the actions are now part of him, without being forced, he devoted his efforts towards those goals and benefits that provide intrinsic satisfaction through whatever he can personally contribute. Motivation is an important component that is capable of predicting career commitment. A staff that is motivated is ready and willing to do all his possible best to achieve organisational goals and objectives. Motivation according to Free Dictionary (2010) is the process that arouses, sustains and regulates human

behaviour towards getting result from a pursuit. Pan (2010) identified two types of motivation to include intrinsic which emanates willingly from one's inner mind and extrinsic which happens when the factors outside force the individual to carry out an action. He further highlighted salaries, working conditions, supervision, policy, safety, security, affiliation and relationship as needs that are items of motivation that occur outside the individual staff while recognition, growth, achievement, responsibility, job tenure were viewed as internal motivations, absence of both intrinsic and extrinsic factors can discourage librarians and he will not be happy.

According to Abubakar (2004), librarianship has been age long profession in the world devoted towards providing suitable information to the suitable users in the suitable format and it the appropriate time which concern itself with creation production, processing and dissemination of knowledge. Therefore, it is expected that such a professional job should be handled by motivated a committed librarians.

#### **Objectives of the Study**

The general objective of the study was to explore work motivation as predictor of career commitment among the librarians in government owned colleges of education in southern Nigeria, specifically it sets out to:

1. Determine the extent to which work motivation will predict career commitment among the librarians in Colleges of Education in Southern Nigeria
2. Examine the extent to which intrinsic motivation will predict career commitment among the librarians in Colleges of Education in Southern Nigeria.
3. Find out the extent to which extrinsic motivation will predict career find commitment among librarians in Colleges of Education in Southern Nigeria.



### Research Questions

The following research questions raised to guide the study are:

1. To what extent will work motivation predict career commitment among the librarians in Colleges of Education in Southern Nigeria?
2. To what extent will intrinsic motivation predict career commitment among the librarians in colleges of education in Southern Nigeria?
3. To what extent will extrinsic motivation predict career commitment among the librarian in Colleges of Education in Southern Nigeria?

### Hypotheses

The following hypotheses were formulated and tested in this study at 0.05 level of significance.

1. Work motivation would not significantly predict career commitment among the librarians in Colleges of Education in Southern Nigeria.
2. Intrinsic motivating would not significantly predict career commitment among the librarians in Colleges of Education in Southern, Nigeria.
3. Extrinsic motivation would not significantly predict career commitment among the librarians in Colleges of Education in Southern Nigeria.

### REVIEW OF RELATED LITERATURE

Motivation refers to the drive or intrinsic force with the human organism that makes him want to add action to the accomplishment of organisational expectations (Durosaro, 2002). It is strongly believed that motivation lead to job satisfaction of librarians and this could enhance productivity. According to Dokun (2001), motivation deals with what can induce an individual to perform his best in an industrial setup. This is the drive

towards the achievement of particular goals which satisfy librarians' needs.

The utmost concern of a head of library in the society now is the positive response of his staff to work. In order to do this effectively, he or she must be able to understand the involved psychological processes that motivate the workers. Motivation has become very important and essential in the staff's attitude towards work in organisations and establishments like libraries. Mallaiah (2008) in his findings stated that librarian's attitude would promote willingness, dedication and commitment in their professional. Therefore, library administration in Colleges of Education requires that timely attention is given to the relationship increasing nature of motivation, productivity and pleasurable cycle. Badawi (2005) explained that organisations, be it privately owned or belonging to the government devote attention to motivation, job satisfaction and dedication to job performance among workers. Balasubramanian (2011) was in support of the view when he stated that individuals' expectations and attainment of their perception would affect career commitment.

Robbins (1993) noted that intrinsic motivation is the motivation that is the decision to work on something that is interesting, challenging, satisfying, executing or involving. Translating intrinsic motivation to the library situation, it means that librarians truly take their work seriously, that librarian's look for better ways to perform their duty and that librarians are eager and committed to be efficient at their jobs (Thomas, 2000).

It is said that intrinsic work motivation is not only derived from the content of the job but also from the context in which the job is carried out. With this in mind, we then consider the role contextual causes play on intrinsic work motivation of librarians in Colleges of Education. Overall (2008) define serious job as a mixture of three personal motives. Craft motives which is related to pleasures



derived from work for its own sake and a desire to perform the job as he or she can. Compensation motives are self-interest concerns, but they transcend salary in addition for instance needs of power, authority and notice. Moral motives look for ethical standards in the area of the work done and the outcomes of work. These motives are capable of predicting

librarian's career commitment in colleges of education libraries.

#### RESEARCH METHODOLOGY

The research design adopted for this study was the survey research of the ex post facto. The population of the study consisted of 245 librarians from the 28 libraries of government owned Colleges of Education in Southern Nigeria.

**Table 1:** Population of Librarians in the Colleges of Education

S/N	Ownership	Total No of Librarians
1	Adeyemi College of Education Ondo, Ondo State	11
2	Federal College of Education, Osiele, Abeokuta, Ogun	10
3	Federal Colleges of Education (Technical) Akoka, Lagos State	06
4	Federal Colleges of Education (Special) Oyo, Oyo State	11
5	Alvan Ikoku College of Education, Imo State	09
6	Federal College of Education Obudu Cross River State	10
7	Federal College of Education, Omoku, River State	09
8	Federal College of Education, Aha-Amufu, Aha-Amufu Enugu State.	11
9	Federal College of Education (Technical) Asaba Delta State	08
10	Federal College of Education (Tech), Umueze, Anambra State	12
	<b>State</b>	
11	Emmanuel Alayande College of Education, Oyo, Oyo State	09
12	Michael Otedola College of Primary Education, Noforija Epe-Lagos State	07
13	Adeniran Ogunsanya College of Education, Otto/Ijanikin, Lagos State.	08
14	Tai Solarin College of Education, Ijebu-Ode, Ogun State	08
15	College of Education Ikere, Ikere-Ekiti, Ekiti State	07
16	Osun State Colleges of Education, Ila-Orogun, Osun State	06
17	Colleges of Education, Ilesha, Osun State	07
18	College of Education, Agbor, Delta State	09
19	Akwa-Ibom State College of Education, Afagha Nsit Akwa-Ibon State	08
20	Cross River State College of Education, Akampa, Calabar, Cross River State.	07
21	Bayelsa State College of Education, Okpoama-Brass Yenagoa, Bayelsa State	08
22	College of Education, Ekiadolor, Benin City, Edo State	08
23	Delta State College of Physical Education, Mosogar, Delta State	09
24	College of Education, Warri, Delta State	10
25	Abia State Colleges of Education (Tech), Arochukwu, Abia State.	10
26	Enugu State College of Education (Tech), Ebugu, Enugu State	10
27	Ebonyi State College of Education, Ikwo, Ebonyi State	09
28	Nwafor Orizu Collee of Education Nzupe, Onitsha, Anambra State.	
	<b>Total</b>	<b>245</b>

**Source:** List of Staff Obtained from the Registry of the Institutions covered.



The participants (librarians) of this population were located in three geo-political zones in Nigeria, that is, south-west, south-east and south-south geo-political zones. The purposive sampling technique was employed for this study. The entire population of 245 librarians was used as sample for this study. According to Israel (2009), the entire population would have to be sampled in small populations to achieve a desirable level of precision.

The questionnaire was the only instrument use for the collection of data for this study. The data collected were analysed using descriptive statistics such

as frequency counts and percentages to analyse the respondent response rate Pearson Product Moment Correlation statistics was used in answering research question 1-7, simple regression and multiple regression statistics were used to test the null hypotheses at 0.05 level of significant.

## RESULTS

**Research Question 1:** To what extent will work motivation predict career commitment among librarians in Colleges of Education in Southern Nigeria?

**Table 2:** Extent of Relationship between Work Motivation and Career Commitment among librarians in Colleges of Education in Southern Nigeria

Variable	N	Mean	SD	r	r <sup>2</sup> r <sup>2</sup> ad	P	
Work motivation	176	95.12	14.62	.27	.08	.07	.05
Career Commitment	176	13.50	17.30				

P ≤ 0.05 level of significance

Table 2 provides an answer to the research question 1. The finding is that there is a positive linear relationship between work motivation and career commitment among librarians it is produced a 7% amount of variance in career commitment.

**Hypothesis 1:** Work motivation will not significantly predict career commitment among librarians in a College of Education in Southern Nigeria

**Table 3:** Regression Analysis of the Relationship between Work Motivation and Career Commitment among Librarians in Colleges of Education in Southern, Nigeria.

Source	SS	DF	MS	F	Sig.
Regression	3909.006	1	3909.006	14.034	.000
Residual	48466.994	174	278.546		
Total	52376.000	175			

N=175, df=(1,174) P≤0.05 level of significance

In order to test hypothesis 1, the computed r-value = .27 was subjected to an F test statistic as shown in table 2, the calculated F=14.034, df (1,174), P≤.05 level of significance. Therefore, the null hypothesis 1 which state that work motivation will not significantly predict career commitment among librarians in Colleges of Education in Southern Nigeria

was rejected. The conclusion is drawn that work motivation has a significant positive linear relationship with career commitment and it is therefore a predictor variable.

**Research Question 2:** To what extent will intrinsic motivation predict career commitment among librarians in Colleges of education in Southern Nigeria?



**Table 4:** Extent of Relationship between Intrinsic Motivation and Career Commitment among Librarians in Colleges of Education in Southern Nigeria

Variable	N	Mean	SD	R	R <sup>2</sup> r <sup>2</sup> ad	P
Intrinsic motivation	176	85.12	9.66	.80	.64	.64
Career Commitment	176	163.50	17.30			

\*p<.05 level of significance

Table 4 provides an answer to research question 2. It revealed that there is a positive linear relationship between intrinsic motivation and career commitment among librarians in Colleges of Education in Southern Nigeria.

**Hypothesis 2:** Intrinsic motivation will not significantly predict career commitment among librarians in Colleges of education in southern Nigeria.

**Table 5:** Regression Analysis of the Relationship between Intrinsic Motivation and Career Commitment among Librarians in Colleges of education in Southern Nigeria

Source	SS	DF	MS	F	Sig.
Regression	33534.979	1	33534.979	309.701	.000
Residual	18841.021	174	108.282		
Total	52376.000	175			

N=175, df=(1,174) P<0.05 level of significance

The null hypothesis 2 which states that intrinsic motivation will not significantly predict career commitment among librarians in Colleges of Education in Southern Nigeria was rejected. Therefore, there is a significant relationship between intrinsic motivation and career commitment among librarians

in Colleges of Education in Southern Nigeria.

**Research Question 3:** To what extent will extrinsic motivation predict career commitment among librarians in Colleges of Education in Southern Nigeria?

**Table 6:** Extent of Relationship between extrinsic Motivation and Career Commitment among Librarians in Colleges of Education in Southern Nigeria.

Variable	N	Mean	SD	R	r <sup>2</sup>	r <sup>2</sup> adj	P
Extrinsic motivation	176	78.38	11.19	.86	.73	.73	.05
Career Commitment	176	163.50	17.30				

\*p<.05 level of significance

Table 6 provides an answer to research question 3. It revealed that there is a positive linear relationship between extrinsic motivation and career commitment among librarians in Colleges of Education in Southern Nigeria.

**Hypothesis 3:** Extrinsic Motivation will not significantly predict career commitment among librarians in Colleges of education in Southern Nigeria

**Table 7:** Regression Analysis of the Relationship between extrinsic Motivation and Career Commitment among Librarians in Colleges of education in Southern Nigeria.

Source	SS	DF	MS	F	Sig.
Regression	38319.332	1	38319.332	474.335	.000
Residual	14056.668	174	80.785		
Total	52376.000	175			

N=175, df=(1,174) P<0.05 level of significance



The null hypothesis 3 which states that extrinsic motivation will not significantly predict career commitment among Librarians in Colleges of Education in southern, Nigeria was rejected. The finding is that there is a significant relationship between extrinsic motivational career commitments among librarians in Colleges of Education in Southern Nigeria.

The conclusion is drawn that extrinsic motivation has a significant positive liner relationship in career commitment and it is therefore a predictor variable

#### DISCUSSION OF THE FINDINGS

The result of hypothesis 1 revealed that work motivation will significantly predict career commitment among the librarians in college of education in southern Nigeria. This Finding is in support one of Mallaiah (2008) that librarian attitude will promote willingness dedication and commitment in their profession. The finding also say that is a positive relationship between motivation and career commitment among the librarians in college of education. Balasubramanian (2011) was in support of the view when he stated it individuals' expectation and attainment of their perception would affect their career commitment. It implies that motivating librarians in college of education in Southern Nigeria would make them committed to their job.

The result in hypothesis 3 revealed that there is a significant relationship between intrinsic motivation and career commitment among the librarians look for convenient ways to execute their job and that librarians are eager and dedicated to perform well at their jobs.

The result in hypothesis 3 revealed that there is a significant relationship between extrinsic motivation and career commitment among the librarians in Colleges of Education in Southern Nigeria. This finding is in support

of the one by Thomas (2000), were he discovered that librarians genuinely care about their work: that librarians look for convenient ways to execute their job and that librarians are eager and dedicated to perform well at their jobs.

The result in hypothesis 3 revealed that there is a significant relationship between extrinsic motivation and career commitment among the librarians in Colleges of Education in southern Nigeria. This finding is in line with that of Overell (2008) that good quality working conditions are necessary for the work to be meaningful.

#### CONCLUSION

The study concluded that work motivation is a predictor of career commitment. Work motivation accounted for % variance in career commitment among librarians in Colleges of education in Southern Nigeria. It also concluded that librarians in Colleges of Education could be motivated through autonomy, benefit working conditions, supervision, policy, safety and security.

#### RECOMMENDATIONS

The following recommendation was made based on the findings of the study.

1. Librarians in Colleges of Education in Southern Nigeria should be provided with motivational indices like salaries, benefits, working conditions, supervision, policy, safety, affiliation relationship, recognition, growth, achievement, advancement responsibility and job tenure to enable them to be committed to their career.

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