Greener Journal of Social Sciences
Vol. 15(1), pp. 302-314, 2025
ISSN: 2276-7800
Copyright ©2025, Creative Commons Attribution 4.0 International.
https://gjournals.org/GJSC
DOI: https://doi.org/10.15580/gjss.2025.1.090425134

Career Motivation and Attitude as Determinants of Job Commitment of Library Personnel in Selected University Libraries in Ogun State, Nigeria.

Ezekiel Tubosun OLATUNJI[1*]; Kudirat Olawumi SALAMI[2*]; Adeola Adesoji ARINOLA (PhD)[3*]; Funmilola Susan KOLAJO[4*]

[1,2] Olusegun Oke Library, Ladoke Akintola University of Technology, Ogbomoso, Oyo State, Nigeria.
[3,4] Department of Library and Information Science, Ladoke Akintola University of Technology, Ogbomoso, Oyo State, Nigeria.

ARTICLE'S INFO

Article No.: *090425134*
Type: *Research*
Full Text: *PDF, PHP, EPUB, MP3*
DOI: *10.15580/gjss.2025.1.090425134*

Accepted: *04/09/2025*
Published: *06/10/2025*

Keywords: *Career motivation, Career attitude, Job commitment, Library personnel, Universities, Ogun State*

****Corresponding Authors***

Olatunji, ET; Salami, KO; Arinola, AA; Kolajo, FS.

E-mail: *etolatunji@lautech.edu.ng, kosalami@lautech.edu.ng, aaarinola@lautech.edu.ng, fskolajo@lautech.edu.ng*

Article's QR code

ABSTRACT

This study investigated career motivation and attitude as determinants of job commitment of library personnel in selected university libraries in Ogun state, Nigeria. The study adopted descriptive survey research design of the correlational type with a study population of 104 library personnel in three selected universities in Ogun State, Nigeria which made up of professionals and paraprofessionals. Total enumeration was used for the study. The questionnaire used was adopted and adapted and was the main research instrument used for data collection. Out of 104 copies of questionnaire administered, a total number of 93 copies of questionnaire were retrieved and used for data analysis. A statistical package for social science application was used in analyzing the results using percentages, mean and standard deviation for descriptive analysis while Pearson Product Moment Correlation Coefficient and multiple regression analysis were used for hypotheses. Findings revealed that the level of career motivation of library personnel was high ($\bar{x}$=3.38) , it also showed a positive career attitude of library personnel ($\bar{x}$=3.10) and moderate level of job commitment of library personnel ($\bar{x}$=2.76). The study further found that the most potent factor was career motivation (β=.251, t=2.459, p<0.05), career attitude was not a potent factor of job commitment of library personnel (β=.050, t=.487, p>0.05). Findings also revealed a significant relationship between career motivation and job commitment (df=91, n=93,r=.252*, p<0.05), there is no significant relationship between career attitude and job commitment (df=91,n=93, r=.054, p>0.05), there is no significant relationship between career motivation and career attitude (df=91, n=93, r=-.019, p>0.05), there was a significant combined effect of career motivation and attitude on job commitment of library personnel (F(2,90)=3.166,p<0.05). The study concludes that there is a significant influence of career motivation and attitude on job commitment. Based on these findings, it was recommended that library management should motivate their employee by ensuring they are rewarded duly and not deprived of any benefit due them. Also, library personnel should ensure they are committed to their job as this will enhance their progress on the career and help develop positive attitude towards their job which will lead to their recommendation and promotion in the library.

INTRODUCTION

The quality of a university is measured by the quality of it staff because of their unique contributions in the achievement of over-all goals of the university. For a university to perform its numerious functions, quality and efficient staff are prerequisites. It is important to note that the effectiveness of a library does not depend on its collection, resources and facilities alone, success lies on library personnel attitude towards the library users (Ajayi, 2017). Umit, Esra, Kultigin and Serhat (2019) considers career motivation as a multidimensional construct consisting of three major elements: career resilience, career insight and career identity. Career identity is the direction of motivation, factors affecting career decisions and behaviors; insight is the energizing or arousal component of motivation that encourages involvement in career planning and career decisions; and career resilience is the maintenance or persistence component. Career resilience represents the ability to adapt to changing circumstance when circumstances are discouraging or disruptive. It encompasses welcoming job and organizational changes, looking forward to working with new and different people, having self-confidence and being willing to take risks (Rijn,Yang and Sander, 2013; Noe and Bachhuber, 2019). Library personnel with a high career resilience core would be expected to engage in autonomous work, would react positively to organizational changes, demonstrate initiative, and proactively strive to further work-related skills and knowledge (Arora and Rangnekar, 2016).

Career insight is the ability to be realistic about one's career and clarity about the individual's career goals. It consists of establishing clear, feasible career goals and having self-knowledge, specifically, knowing one's own strengths and weaknesses. Personnel with high scores on career insight would be likely to engage in activities such as investigating potential career changes, gathering information about career opportunities and identifying realistic goals and action plans, leading to more understanding of personal strengths, weaknesses, interests and level of career satisfaction (Audreyetal, 2019). Library personnel with high career insight would have an accurate understanding of their strengths and weaknesses and set clear career goals. Attitudes can be seen as inclinations and feelings, prejudices orbits, preconceived notions, ideas, fears and convictions about any specific topic. Attitudes represent the conceptual value of these services in the minds of the users, not the values of the services themselves, positive attitudes are fundamental in the usage of services.

Attitude could be classified into positive and negative dimensions (Akande, 2019). Attitude is the positive or negative views of an individual about a place, thing or a phenomenon. Displeasure or refusal results

from negative attitude while pleasure or acceptance results from positive attitude which are all associated with individuals, groups, or social events or happening. Commitment can be described as an intention to persist on a path of action. It is regarded to provide tremendous responses or attitudes which link or attach a worker to the library. It also refers to the likelihood that an individual will stick to a job and feel psychologically attached to it, whether it is satisfying or not. Commitment as noted by Akande (2019), is an attitude which involves loyalty of employees to the organization and it involves the internalization of goals and objectives and the willingness of employees to play a role in achieving these goals and objectives. In other words, the employee has to accept all that the organisation stands for and be willing to be part of the success story.

Job commitment is described as the attitude of individuals toward their work. It has been recognized as a form of work commitment that individuals have on a job field. Job commitment is the relative significance of worktone‘s sense of self and fulfillment. Job commitment compared to organisational commitment is more focused on the individuals and their career path (Akinyemi and Ifijah, 2012). Personnel in university libraries are classified thus: professionals, para-professionals and non-professionals saddled with the responsibility associated with providing information services that will support teaching, learning and research. Professional librarians in university libraries are responsible for acquiring, selecting, managing, developing, cataloging, classifying, organizing and distributing library resources while ensuring that library provision meet the needs of all its users.Their job routines also include answering of users’queries, providing research assistance, managing library staff and performing supervisory roles. Library paraprofessionals also called support staffs are involved in all library operations at all levels. They engage in routine activities which vary based on specific positions but the primary responsibility revolves around supporting the librarian. They assist the librarians to acquire, prepare and organize library materials. Typical jobs for paraprofessional are supportive customer service (circulation), acquisition and technical services (preparation, organising, and maintenance of materials), clerical work and assisting users in locating appropriate resources among others. In order to fulfill this mandate, they have to be committed to the library’s mission (Locke, 2009).

Statement of problem

The level of commitment library personnel have towards their job will determine the success of the university library. The higher the library personnel job commitment the higher the productivity. High level of job commitment of library personnel in universities would result in higher organizational performance, tendency to remain on the job, sacrifice to get job done, organizational success, high productivity, proactive support and reduce retention rate. This will also ensure organizational goals are met, value are added to the organization and encourage creative and innovative ideas.

Objectives of the study

The specific objectives are to:

1. Ascertain the level of career motivation among library personnel in the selected university libraries in Ogun State, Nigeria.
2. Examine the career attitude of library personnel in the selected university libraries in Ogun State, Nigeria.
3. Find out the level of job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.
4. Identify the relationship between career attitude and job commitment in the selected university libraries in Ogun State, Nigeria.

Research questions

The study seeks to provide answers to the following research questions;

1. What is the level of career motivation of library personnel in the selected university libraries in Ogun State, Nigeria?
2. What is the career attitude of library personnel in the selected university libraries in Ogun State, Nigeria?
3. What is the level of job commitment of library personnel in the selected university libraries in Ogun State, Nigeria?
4. What is the relative influence of career motivation and attitude on job commitment of library personnel in the selected university libraries in Ogun State, Nigeria?

Hypotheses

The following null hypotheses will be tested in the study at 0.05 level of significance:

1. There is no significant relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.
2. There is no significant relationship between career attitude and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.
3. There is no significant relationship between career motivation and career attitude of library personnel in the selected university libraries in Ogun State, Nigeria.

LITERATURE REVIEW

Job commitment implies personnel determination of whether to stay on a job or not. It contains three

dimensions: affective commitment (reflecting personnel affective dependence, identification and involvement in a job and reflecting employee willingness to stay in the organization as their affection to the job), normative commitment (reflecting personnel commitment to stay on a job as their sense of social responsibility and obligation) and continuance commitment (reflecting employee commitment to stay on a job based on utilitarian consideration). The difference between affective, normative and continuance commitment is that library personnel who are high in effective commitment stay with the library because they want to, while library personnel who are high in continuance commitment stay because they have to; while normative commitment is a form of commitment concerning a feeling of (Moral) obligation to remain in the library. It describes the extent to which an individual believes he/she should be committed to the library (Beheshtifar & Herat, 2013).

Thus, job commitment of library personnel has a bearing on the way they carry out their professional duties.The job commitment of library personnel could be said to be the abilityof the personnel to perform the job effectively, maintaining loyalty, involvement, and identification, despite the shortcomings of the job,such as recognition, working conditions, achievements, social relationships, and benefits. There area number of factors and variables that impact on job commitment of professionals invarious fields of human endeavour including library personnel. These factors included demographic variables suchas age, gender, educational level, marital status, job tenure etc. Job related variables such as job satisfaction, work motivation, participation in the decision-makingprocess, jobsecurity,and provision of a proper working conditions and wages (Yaya, 2016).

Similarly, in the library setting which is established in the university system in order to provide high quality information services in support of teaching and research for academic staff members as well as acquisition of knowledge for the students, thereby library personnel occupy a central position in the university system. Enhancing job commitment should be an important objective for library management, the goal should be improving the performance and well-being of today's library personnel. Library personnel job commitment determines the library success or failure and has a direct impact on the library effectiveness and performance. There are various factors that determine the level of commitment of employee including library personnel (Hansen, 2019).

Furthermore, younger workers tend to conform to the idea that they are inexperienced, thus lowering both their perception and their performance (Hoare, 2020). Although research on aging has yielded mixed results, many researchers have found a relationship between age and commitment. Salami (2008) shows that age and work experience are the predominant predictors of an employee's commitment. Irshadand Naz (2011), also supporting the view, believes there is a strong positive correlation betweenan employee's age and commitment. This explain why university libraries prefer to employ middle-aged staff who are highly educated because they belief they would be more productive, energetic and possess high level of commitment to their job.

Iqbal (2010) attributes increased commitment to the higher status and salary packages accorded to highly educated employees. Consequently, higher living standards might result in job and organizational commitment. Studies indicate that employees with higher salaries and favorable employment packages have higher levels of commitment.

Another factor which can be a determinant of library personnel level of commitment is the leadership style. Study by Duffield, Roche, Blayand Stasa (2011) highlight leaderships style as the primary factor that contributes to turnover in the academic setting. Supervisors and leaders in university libraries should adopt leadership styles that foster team cohesion to lead library staff toward a common vision (Locke, 2009).

Infact, low salary growth and irregular promotions could be said to be responsible for low job commitment and low productivity among Nigerian workers including library personnel. The outcomes of low job commitment of an employee in an organization are absenteeism from work, high turnover and low quality performance (Popoola and Oluwole, 2007).

Ajie, Soyemi and Omotunde (2015) observed that if working conditions are good, for instance, clean and attractive surroundings, employees will find it easier to carry out their jobs. On the other hand, if the working conditions are poor like hot and noisy surroundings, employees will find it difficult to get their work done and thereby experience dissatisfaction. The level of commitment an individual demonstrates in his/her job to a large extent determines the height of achievement in same. In order to keep pace with new developments, maintain relevance and entrench best practices, professional and para-professional library personnel in university libraries demonstrate some level of commitment to their job.

RESEARCH METHODOLOGY

Descriptive survey research design of the correlational type was adopted for the study.The target population of this study comprised of 104 library personnel consisting of both professionals and para-professionals of three selected university libraries in Ogun State, Nigeria. The selected university libraries are Federal University of Agriculture, Abeokuta Library, Olabisi Onabanjo University, Ago-Iwoye Library and Babcock University, Ilishan-Remo Library. The distribution of the target population in the university libraries in Ogun State is presented in Table 1.

Table1: Population of the study

S/N	University Libraries in Ogun State	Professionals	Para-professionals	Total
1.	Federal University of Agriculture Abeokuta, Ogun State	23	13	36
3.	Babcock University Ilishan-Remo, Ogun State	15	24	39
4.	Olabisi Onabanjo University Ago-Iwoye, Ogun State	15	14	29
	TOTAL	53	51	104

Source: Conference of University Librarians (CULNU)

RESULTS AND DISCUSSION

The response rate of the questionnaire distributed is presented in Table 2

Table 2: Questionnaire response rate

S/N	Name of Universities	Sample	Return	Percentage (%)
1	Federal University of Agriculture, Abeokuta.	36	35	37.6
2	Babcock University Ilishan-Remo	39	30	32.3
3	Olabisi Onabanjo University, Ago-Iwoye	29	28	30.1
	Total	104	93	100.0

Source: Field Survey, 2024

A total of 104 copies of the questionnaire were administered to respondents in the university libraries out of which 93 copies were duly completed, returned and were found valid for analysis. This represents a total of 89.4% response rate as revealed in table 2, which is a very good result.

The distribution of the respondents according to section is presented in table 3.

Table 3: Respondents section in the library

Section in the library	Frequency	Percent(%)
Acquisition	1	1.1
Archives and Documents	1	1.1
Binding	1	1.1
Cataloguing	5	5.4
Circulation	15	16.1
College Library	5	5.4
Collection Development	4	4.3
E-Library/Automation	7	7.5
ICT	2	2.2
Multimedia	6	6.5
Readers Service	21	22.6
Serial	10	10.8
Special collection	1	1.1
Technical Section	14	15.1
Total	93	100.0

Table 3 shows respondents section in the library. Majority, 21 (22.6%) were in readers services section, followed by 15 (16.1%) respondents in circulation section, 14 (15.1%) were in technical section of the library, followed by 10 (10.8%) in serials section, 7 (7.5%) were in E-Library/automation section, followed by 6 (6.5%) which were in multimedia section, 5 (5.4%) respondents were in cataloging section and college library respectively. 4 (4.3%) were in collection development section, 3 (3.2%) were staff in the College library, 2 (2.2%) respondents were in ICT section, and 1 (1.1%) respondent was in acquisition, archives and documents, binding and special collection respectively.

The demographic information of the respondent is presented in Table 4.

Table 4: Demographic characteristics of the respondents

Sex	Frequency	Percentage (%)
Male	40	43.0
Female	53	57.0
Total	93	100.0
Marital status	Frequency	Percentage (%)
Single	13	14.0
Married	78	83.9
Widowed	2	2.2
Total	93	100.0
Age	Frequency	Percentage (%)
26-30years	10	10.8
31-35years	23	24.7
36-40years	15	16.1
41-50years	29	31.2
51 years and above	16	17.2
Total	93	100.0
Designation/Rank of respondents	Frequency	Percent (%)
Library Officer	37	39.8
Higher Library Officer	18	19.4
Assistant Librarian	8	8.6
Librarian II	6	6.5
Librarian I	7	7.5
Senior Librarian	7	7.5
Principal Librarian	8	8.6
Deputy Librarian	2	2.2
Total	93	100.0

The results in table 4 above on demographic information of the respondents on gender showed that majority 53 (52.7%) of the respondents were female while the remaining 40 (43.0%) were male. Besides, majority of the respondents 78 (83.9%) were married, 13 (14.0%) of them were still single and the least of the respondents 2 (2.2%) were widowed. It was discovered that majority 29 (31.2%) were between 41 and 50 years of age, while 23 (24.7%) respondents were within 31-35years of age. About 16 (17.2%) of the respondents were 51 years and above, 15 (16.1%) were within 36-40 years and 10 (10.8%) were 26-30 years old. Results also revealed that the highest number of respondents, 37 (39.8%) were library officer, 18 (19.4%) were higher library officer, 8 (8.6%) were assistance librarians and Principal librarian respectively, 7 (7.5%) of the respondents were librarian I and senior librarians respectively, 6 (6.5%) were librarian II, while 2 (2.2%) were deputy librarians.

The distribution of the respondents by work experience is presented in table 5.

Table 5: Working experience as library personnel

Name of Library	How long have you been working as a library personnel?						Total
	1-5 years	6-10 years	11-15 years	16-20 years	21-25 years	26 years and above	
Federal University of Agriculture, Abeokuta.	11	7	8	5	4	0	35
Babcock University, Ilishan.	10	4	6	8	2	0	30
Olabisi Onabanjo University, Ago-Iwoye.	4	6	7	5	1	5	28
Total	25	17	21	18	7	5	93

Table 5 shows that majority 25 (26.9%) of the respondents have been working in the library for 1-5years. Federal University of Agriculture, Abeokuta 11 (44.0%) has the highest respondents, followed by Babcock University 10 (40.0%), and Olabisi Onabanjo University, Ago-Iwoye 4 (16.0%).

Distribution of the respondents by highest academic qualification is presented in table 6

Table 6: Distribution of the respondents by highest academic qualification

Highest academic qualification	Frequency	Percent(%)
HND	13	14.0
B.Sc/BA	26	28.0
B.L.S/BLIS	18	19.4
M.Sc/MA	2	2.2
MLS/MLIS	17	18.3
PhD	17	18.3
Total	93	100.0

Table 6 shows that the highest number of respondents 26 (28.0%) had B.Sc/BA degree certificates, 18 (19.4%) had B.L.S/BLIS degree certificates, followed by 17 (18.3%) with MLS/MLIS and PhD degree certificates respectively, Only 2 (2.2%) had M.Sc/MA. This implies that majority of the library personnel in the three university libraries are paraprofessional librarians.

Distribution of the respondents by other qualification is presented in Table 7.

Table 7: Distribution of the respondents by other qualification

Other qualification	Frequency	Percent (%)
CLN	3	3.2
DIPLIS	1	1.1
Diploma in Customer Relationship Management	1	1.1
DLIS	2	2.2
MSC in View	1	1.1
NCE	1	1.1
Total	9	9.7

Table 7 shows the distribution of the respondents by other qualification. 3 (3.2%) respondents indicated that they have CLN qualification, followed by 2 (2.2%) respondents that indicated that they have DLIS qualification, and 1 (1.1%) respondent indicated having DIPLIS, MSC in View and NCE qualification respectively.

Analysis of research questions

Four research questions were formulated for this study in order to achieve these objectives. Answers to these research questions are provided below:

Research question 1: What is the level of career motivation of library personnel in the selected university libraries in Ogun State, Nigeria?

Table 8: Level of career motivation of library personnel

S/N	Statement	SA	A	SD	D	$\overline{X}$	SD	Ranking
	Career Insight							
1	I have a specific plan for achieving my career goal	58 (62.4%)	35 (37.6%)	-	-	3.62	.487	1st
2	I have clear career goals	52 (55.9%)	39 (41.9%)	2 (2.2%)	-	3.52	.619	3rd
3	I know my strengths (what I can do well)	57 (61.3%)	36 (38.7%)	-	-	3.61	.490	1st
4	I am aware of my weaknesses (the things I am not good at)	51 (54.8%)	42 (45.2%)	-	-	3.55	.500	1st
5	I have realistic career goals	51 (54.8%)	42 (45.2%)	-	-	3.55	.500	1st
6	I have changed or revised my career goals based on new information I have received regarding my situation or myself	27 (29.0%)	46 (49.5%)	6 (6.5%)	14 (15.1%)	2.92	.981	11th
7	I have sought job assignments that will help me obtain my career goal	37 (39.8%)	47 (50.5%)	5 (5.4%)	4 (4.3%)	3.26	.750	7th
	Career Resilience							
8	I welcome job and organizational changes	42 (45.2%)	48 (51.6%)	1 (1.1%)	2 (2.2%)	3.40	.628	4th
9	I am willing to take risks (Outcomes with uncertain outcomes)	37 (39.8%)	45 (48.4%)	9 (9.7%)	2 (2.2%)	3.26	.721	9th
10	I can adequately handle work problems that come my way	37 (39.8%)	55 (59.1%)	1 (1.1%)	-	3.39	.511	2nd
11	I am able to adapt to changing circumstances	40 (43.0%)	50 (53.8%)	3 (3.2%)	-	3.37	.656	4th
12	I have designed better ways of doing my work	43 (46.2%)	50 (53.8%)	-	-	3.46	.501	1st
13	I have outlined ways of accomplishing jobs without waiting for my boss	38 (40.9%)	55 (59.1%)	-	-	3.41	.494	1st
14	I evaluate my job performance eagainst personal standards rather than comparing it with what others do	48 (51.6%)	42 (45.2%)	2 (2.2%)	1 (1.1%)	3.47	.601	4th
15	I take time to do the best possible job on a task	46 (49.5%)	47 (50.5%)	-	-	3.49	.503	1st
16	I believe other people when they tell me that I have done a good job	45 (48.4%)	46 (49.5%)	2 (2.2%)	-	3.44	.616	3rd
	Career Identity							
17.	I spend free time on activities that are related to my job	43 (46.2%)	40 (43.0%)	5 (5.4%)	5 (5.4%)	3.30	.805	8th
18.	I have taken courses toward a job-related degree	49 (52.7%)	41 (44.1%)	2 (2.2%)	1 (1.1%)	3.48	.601	4th
19.	I stay abreast of developments in my line of work	36 (38.7%)	53 (57.0%)	2 (2.2%)	2 (2.2%)	3.32	.628	5th
20.	I am involved in professional organizations related to my career goal	34 (36.6%)	50 (53.8%)	3 (3.2%)	6 (6.5%)	3.20	.788	7th
21.	I ask my boss to discuss my specific skill strengths and weaknesses	27 (29.0%)	48 (51.6%)	5 (5.4%)	13 (14.0%)	2.96	.955	10th
22.	I want to be recognized for my accomplishments	44 (47.3%)	46 (49.5%)	3 (3.2%)	-	3.44	.561	4th
23.	I often ask co-workers I expect for feedback on my performance	39 (41.9%)	47 (50.5%)	1 (1.1%)	6 (6.5%)	3.28	.785	6th
24.	I want to be in a leadership position	50 (53.8%)	40 (43.0%)	2 (2.2%)	1 (1.1%)	3.49	.601	4th
	N = 93, Weighted mean = 3.38					3.38		

Table 8 reveals that the level of career motivation of library personnel is high with a weighted mean of ($\bar{x}$=3.38). The findings show that majority, 93 (100%) of the respondents agreed with the following statements: I have aspecific plan for achieving my career goal, I know my strengths (what I can do well), I am aware of my weaknesses (the things I am not good at), I have realistic career goals, I have designed better ways of doing my work, I have outlined ways of accomplishing jobs without waiting for my boss and I take time to do the best possible job on a task with ($\bar{x}$=3.62, 3.61, 3.55, 3.55, 3.46, 3.41 and 3.49) respectively. Relatively large number 92 (98.9%) of the respondents agreed that they can adequately handle work problems that come their way with ($\bar{x}$=3.39), followed by 91 (97.8%) who agreed with the statement: I have clear career goals with ($\bar{x}$=3.52), This was followed by 90 (96.8%) respondents that also agreed with the following statement: I welcome job and organizational changes, I am able to adapt to changing circumstances, I evaluate my job performance against personal standards rather than comparing it with what others do, I have taken courses towards a job-related degree, I want to be recognized for my accomplishments and I want to be in a leadership position with ($\bar{x}$=3.40, 3.37, 3.47, 3.48, 3.44 and 3.49) respectively. Also, about 89 (95.7%) of the respondents agreed that they stay abreast of developments in their line of work with ($\bar{x}$=3.32), followed by 86 (92.5%) respondents that agreed that they often ask co-workers they expect for feedback on their performance with ($\bar{x}$=3.49), and 84 (90.3%) agreed they are involved in professional organizations related to their career goal with ($\bar{x}$=3.20).

Research question 2: What is the career attitude of library personnel in the selected university libraries in Ogun State, Nigeria?

The data representing the career attitude of library personnel is represented in Table 9.

Table 9: Career attitude of library personnel

S/N	Statement	SA	A	D	SD	$\bar{X}$	SD	Ranking
1	When development opportunities have not been offered by my library, I've sought them out on my own	32(34.4%)	46(49.5%)	15(16.1%)	-	3.18	.691	8th
2	I am responsible for my successor failure in my career	40(43.0%)	44(47.3%)	9(9.7%)	-	3.33	.648	2nd
3	Ultimately, I depend upon myself to move my career forward	36(38.7%)	48(51.6%)	8(8.6%)	1(1.1%)	3.28	.665	4th
4	I'll follow my own conscience if my library asks me to do something that goes against my values	31(33.3%)	44(47.3%)	15(16.1%)	3(3.2%)	3.11	.787	9th
5	I navigate my own career, based on my personal priorities, as supposed to my employer'spriorities	25(26.9%)	41(44.1%)	24(25.8%)	3(3.2%)	2.95	.812	12th
6	I am in charge of my own career	31(33.3%)	48(51.6%)	14(15.1%)	-	3.18	.675	7th
7	It doesn't matter much to me how other people evaluate the choices I make in my career	26(28.0%)	57(61.3%)	8(8.6%)	2(2.2%)	3.15	.658	5th
8	What I think about what is right in my career is more important to me than what my library thinks	22(23.7%)	49(52.7%)	18(19.4%)	4(4.3%)	2.96	.779	11th
9	I seek job assignments that allow me to learn something new	36(38.7%)	54(58.1%)	3(3.2%)	-	3.35	.545	1st
10	I like tasks at work that require me to work beyond my own department	30(32.3%)	55(59.1%)	8(8.6%)	-	3.24	.597	3rd
11	I enjoy job assignments that require me to work outside of the library	27(29.0%)	46(49.5%)	20(21.5%)	-	3.08	.711	10th
12	If my library provide life time employment, I would never desire to seek work in other organization	23(24.7%)	50(53.8%)	13(14.0%)	7(7.5%)	2.96	.833	10th
13	I am energized in new experiences and situations	24(25.8%)	57(61.3%)	11(11.8%)	1(1.1%)	3.12	.640	6th
14	I prefer to stay in a library I am familiar with rather than look for employment else where	15(16.1%)	42(45.2%)	32(34.4%)	4(4.3%)	2.73	.782	14th
15	I like the predictability that comes with working continuously for the same library	21(22.6%)	44(47.3%)	26(28.0%)	2(2.2%)	2.90	.767	13th
	N=93, Weighted mean =3.10					3.10		

Table 9 reveals a positive career attitude of library personnel with a weighted mean of ($\bar{x}$=3.10). The findings show that majority, 90 (96.8%) of the respondents agreed with the following statements: I seek job assignments that allow me to learn something new, I am responsible for my success or failure in my career 88 (94.6%), I like tasks at work that require me to work beyond my own department 85 (91.4%), ultimately, I depend upon myself to move my career forward 84 (90.3%), it doesn't matter much to me how other people evaluate the choices I make in my career 83 (89.2%), I am energized in new experiences and situations 81 (87.1%), I am in charge of my own career 79 (85.0%), when development opportunities have not been offered by my library, I've sought them out on my own 78 (83.9%), I'll follow my own conscience if my library asks me to do something that goes against my values 75 (80.6%), I enjoy job assignments that require me to work outside of the library and if my library provide lifetime employment, Iwould never desire to seek work in other organization 73(78.5%) respectively, with ($\bar{x}$=3.35, 3.33, 3.24, 3.28, 3.15, 3.12, 3.18, 3.18, 3.11, and 3.08) respectively.

Research question 3:What is the level of job commitment of library personnel in the selected university libraries in Ogun State, Nigeria?

The data represent the level of job commitment of library personnel is represented in table 10

Table 10: Level of job commitment of library personnel

S/N	Statement	SA	A	D	SD	Mean	SD	Ranking
	Affective Commitment							
1.	I would be happy to spend the rest of my career in this library.	13(14.0%)	48(51.6%)	24(25.8%)	8(8.6%)	2.71	.815	8th
2.	I do not feel emotionally attached to this library	4(4.3%)	18(19.4%)	62(66.7%)	9(9.7%)	2.18	.658	14th
3.	I really feel as if this library's problems are my own	13(14.0%)	63(67.7%)	15(16.1%)	2(2.2%)	2.94	.622	4th
4.	I think my library care about my physical well-being both at work and at home	14(15.1%)	59(63.4%)	14(15.1%)	6(6.5%)	2.87	.741	5th
5.	I do feel a strong sense of belonging in this library	23(24.7%)	57(61.3%)	11(11.8%)	2(2.2%)	3.09	.670	2nd
	Continuance Commitment							
6.	One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice	9(9.7%)	59(63.4%)	23(24.7%)	2(2.2%)	2.81	.630	6th
7.	One of the few serious consequences of leaving this library would be scarcity ofavailable alternatives	2(2.2%)	47(50.5%)	42(45.2%)	2(2.2%)	2.53	.582	13th
8.	Right now,staying on this job is a matter of necessity as much as desired	9(9.7%)	53(57.0%)	24(25.8%)	7(7.5%)	2.69	.751	7th
9.	Too much in my life would be disrupted if I decide to stop working for this library	7(7.5%)	43(46.2%)	33(35.5%)	10(10.8%)	2.51	.789	12th
10.	I am afraid of what might happen if I quit my job without having another one lined up	13(14.0%)	44(47.3%)	34(36.6%)	2(2.2%)	2.73	.724	10th
	Normative Commitment							
11.	If I get another offer for a better job else where, I will not feel it was wrong to stop working for this library	26(28.0%)	56(60.2%)	10(10.8%)	1(1.1%)	3.15	.642	1st
12.	Things were better in the days when people stayed with one library for most of their career	18(19.4%)	38(40.9%)	23(24.7%)	14(15.1%)	2.65	.963	11th
13.	I was taught to believe in the value of remaining loyal to one library	8(8.6%)	52(55.9%)	25(26.9%)	8(8.6%)	2.65	.761	9th
14.	I do believe that a person must always be loyal to his/her library	20(21.5%)	59(63.4%)	8(8.6%)	6(6.5%)	3.00	.752	3rd
15.	I think jumping from one job to another does not seem unethical tome	15(16.1%)	53(57.0%)	25(26.9%)	-	2.89	.650	6th
	N =93,Weighted mean =2.76					2.76		

Table 10 reveals a moderate level of job commitment of library personnel with a weighted mean of ($\bar{x}$=2.76). Findings shows that respondents agreed with the following statements: If I get another offer for a better job

elsewhere I will not feel it was wrong to stop working for this library 82 (88.2%), I do feel a strong sense of belonging in this library 80 (86.0%), I do believe that a person must always be loyal to his/her library 79 (85.0%), I really feel as if this library's problems are my own 76 (81.7%), I think my library care about my physical well-being both at work and at home 73 (78.5%), I think jumping from one job to another does not seem unethical tome 68 (73.1%), Right now, staying on this job is a matter of necessity as much as desired 62 (66.7%), I would be happy to spend the rest of my career in this library. 61 (65.6%), and I was taught to believe in the value of remaining loyal to one library 60 (64.5%), with the following mean ($\bar{x}$=3.15, 3.09, 3.00, 2.94, 2.87, 2.89, 2.69, 2.71, and 2.65) respectively.

Research Question 4: What is the relative influence of career motivation and attitudes on job commitment of library personnel in the selected university libraries in Ogun State, Nigeria?

Table 11 shows the level of prediction of the two factors (career motivation and career attitude), to job commitment of library personnel in university libraries in Ogun State. The study further reveals these predictors hierarchically as follows: The most potent factor was career motivation (β=.251, t=2.459, p<0.05), career attitude is not a potent factor of job commitment of library personnel (β=.050, t=.487, p>0.05), in the selected university libraries in Ogun State, Nigeria. This indicates that a unit increase among the independent variables will definitely increase and boost the motivation of the library personnel and thereby moderate the attitude of library personnel towards their job.

Testing of Hypotheses

There were 3 hypotheses formulated for this study in order to achieve the stated objectives. The hypotheses are presented below:

Hypothesis 1:

Ho1: There is no significant relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Table 12: PPMC summary table showing the relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Variables	N	Mean	Std.Dev	Df	R	P	Sig.
Career motivation	93	44.7097	11.85747	91	.252*	.015	Sig.
Job commitment	93	52.7527	12.30558				

Table 12 shows a moderate career motivationon job commitment of library personnel in the selected university libraries (df=91, n=93, r=.252*, p<0.05). Based on this, the null hypothesis is rejected. Therefore, there is a significant relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Hypothesis 2:

Ho 2: There is no significant relationship between career attitude and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Table 13: PPMC summary table showing the relationship between career attitude and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Variables	N	Mean	Std.Dev	Df	R	P	Sig.
Career attitude	93	43.6774	5.29799	91	.054	.605	NotSig.
Job commitment	93	52.7527	12.30558				

Table 13 shows a low career attitude on job commitment of library personnel in the selected university libraries (df=91, n=93, r=.054,p>0.05). Based on this, the null hypothesis is accepted. Therefore, there is no significant relationship between career attitude and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria.

Research hypothesis 3:

Ho 3: There is no significant relationship between career motivation and career attitude of library personnel in the selected university libraries in Ogun State, Nigeria.

Table 14: PPMC summary table showing the relationship between career motivation and career attitude of library personnel in the selected university libraries in Ogun State, Nigeria.

Variables	N	Mean	Std.Dev	Df	R	P	Sig.
Career motivation	93	44.7097	11.85747	91	-.019	.859	NotSig.
Career attitude	93	43.6774	5.29799				

Table 14 shows a low career motivation on career attitude of library personnel in the selected university libraries (df=91, n=93, r=-.019, p>0.05). Based on this, the null hypothesis is accepted. Therefore, there is no significant relationship between career motivation and career attitude of library personnel in the selected university libraries in Ogun State, Nigeria.

DISCUSSION OF FINDINGS

It was revealed that the level of career motivation of library personnel was high. The findings show that majority of the respondents agreed with the following statements: I have a specific plan for achieving my career goal, I know my strengths (what I can do well), I am aware of my weaknesses (the things I am not good at), This very much related to Obajemu et al. (2012), the researchers defined motivation as the sense of needs, the desire that prompts an individual to act. Also, Amune (2014) affirmed that an enabling and comfortable environment could be created by librarians when they are motivated and satisfied. This is because a motivated person is a satisfied person and in the end becomes productive. Career identity can be conceptually tied to work commitment.

The findings also reveals a positive career attitude of library personnel. Majority of the respondents agreed with the following statements: I seek job assignments that allow me to learn something new, I am responsible for my successor failure in my career, I like tasks at work that require me to work beyond my own department, Ultimately, This finding is in line with the findings of Akande (2019) as cited by Matsie (2008) who believed that an individual attitude towards an object or issue is always related to the expected result associated with that object or issue.

It was revealed that there was a moderate level of job commitment of library personnel. Findings shows that respondents agreed with the following statements: If I get another offer for a better job elsewhere, I will not feel it was wrong to stop working for this library. Therefore, library personnel who are encouraged to explore new ideas to improve their practice tend to be more involved and committed to the library. Irshad and Naz (2011), while supporting the view, believe there is a strong positive correlation between an employee's age and commitment. This explain why academic libraries prefer to employ younger staff because they belief they would be more productive, energetic and possess high level of commitment to their job.

The study find out the relative influence of independent variables (career motivation and attitudes) on job commitment of library personnel and revealed that the most potent factor was Career motivation (β=.251, t=2.459, p<0.05). Career attitude was not a potent factor of job commitment of library personnel (β=.050, t=.487, p>0.05), in the selected university libraries in Ogun State, Nigeria. This indicates that a unit increase among the independent variables will definitely increase and boost the motivation of the library personnel and thereby moderate the attitude of library personnel towards their job. This corroborate the findings of Ntui, Aduand Eyong (2014), the researchers reported that the basic principle underlining motivation is that if staff are motivated effectively, they will seek to give their best voluntarily without the need for control through rules and sanctions.

The study find out that there is a moderate career motivation on job commitment of library personnel in the selected university libraries (df=91, n=93, r=.252*, p<0.05). Based on this, the null hypothesis is rejected. Therefore, there is a significant relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria. This findings agreed with the study of Imran, H et al (2014), the researchers suggested that improvement on the intrinsic factors such as promotion, achievement, recognition, advancement, work environment, leadership among others will lead to a higher level of motivation and commitment among employees.

The study shows a low career attitude on job commitment of library personnel in the selected university libraries (df=91, n=93, r=.054, p>0.05). Based on this, the null hypothesis is accepted. Therefore, there is no significant relationship between career attitude and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria. This finding is in line with the findings of Yaya (2016); who reported that workers in Nigeria, including library personnel in university libraries still have poor attitude to work and exhibit poor commitment to their jobs and the organizational goals.

The study also shows a low career motivation on career attitude of library personnel in the selected university libraries (df=91,n=93,r=-.019,p>0.05). Based on this, the null hypothesis is accepted. Therefore, there is no significant relationship between careermotiva tion and career attitude of library personnel in the selected university libraries in Ogun State, Nigeria. This finding corroborated thefinding s of Riggle and Hansen (2019) ; and Yoon and Suh (2003), who discovered from literature that support given to employees including library personnel by their organization engenders improvement of positive behaviors and attitudes like affective and normative commitment.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary of findings

The major findings of the study are summarized as follows:

- The level of career motivation of library personnel in university libraries in Ogun State was high.

- The career attitude of library personnel in university libraries in Ogun State was positive.
- There is a moderate level of job commitment of library personnel in university libraries in Ogun State.
- There is a significant relationship between career motivation and job commitment of library personnel in the selected university libraries in Ogun State, Nigeria
- There is no significant relationship between career attitude and job commitment of library personnel in the selected university libraries.
- There is no significant relationship between career motivation and career attitude of library personnel in the selected university libraries

Conclusion

It is evident from the findings of the study that there is a significant influence of career motivation and attitude on job commitment of library personnel in the selected universities in Ogun State, Nigeria. However, there is the need for the library personnel to exhibit good attitude towards their job in order for them to be more committed in carrying out their functions in the library. This is because a low career attitude will affect job commitment of library personnel. Also, library personnel should be motivated by the library management and the library personnel should develop intrinsic motivation towards their job as more opportunities are available for them in their profession. A low career motivation has a negative effect on career attitude of library personnel. On the other hand, a high career motivation and a positive career attitude will improve job commitment of the library personnel in selected universities in Ogun State, Nigeria.

Recommendations

The following recommendations are made based on the findings of this study:

1. Library management should vividly support and work hand in hand with the library personnel as this will increase their level of job commitment and library personnel will be happy with their job.
2. Library management should endeavour to be nice to the library personnel by not depriving them their benefits and rewards allotted to them at the right time as it may leads to negative career attitudes.
3. Library management should ensure that the library personnel are encouraged to involve in challenging task and professional growth by being provided with career development opportunities and relevant information related to the attainment of career goals.
4. The University management should support library personnel job commitment by supplying the library necessary information resources, equipments and tools that can make the library more functional and this will significantly improve job commitment of library personnel.
5. The University management should also treat library personnel fairly with salaries, benefits, incentives, job security, supervision and good interpersonal relationship. When library personnel are highly motivated and find their job interesting they will be committed to work.

REFERENCES

Ajayi, M. O. (2017). Influence of gender and age on organisational commitment among civil servants in South-West, Nigeria. Journal of Canadian Social sciences13 (2) 29-35

Ajie, I. A., Soyemi, O. D. & Omotunde, O. I. (2015). Personnel Motivation as Correlate Organizational Commitment in Academic Libraries in Lagos State, Nigeria. Global Journal of Human-Social Science: Linguistics and Education 15 (12) 23-30

Akande, S. (2019). Knowledge, Perception, and Attitudes of Library Personnel towards the preservation of Information Resources at the Nigerian Federal University Libraries. [Unpublished manuscript]. University of Ibadan.

Akinyemi, N. & Ifijeh, G. I. (2013). Leadership Style and Job Commitment of Library Personnel in Universities: A Study of Private University Libraries in Southwest Nigeria. Journal of Information and Knowledge Management 4 (1) 92-105

Amune, J. B. (2014). A comparative study of the determinants of job satisfaction among male and female librarians in public university libraries in Edo State of Nigeria. International Journal of Education and Research. 2 (7) 649-660

Arora, R. & Rangnekar, S. (2016). Linking the Big Five personality factors and career commitment dimensions: A study of the Indian organizations. Journal of Management Development, 35 (9) 1134–1148.

Audrey, D. J., Agatha L. M., Farida, A. M. & Nur, F. A. (2019). Career Motivation and Job Satisfaction: A Study Among Hospitality Employees. Journal of Cognitive Sciences and Human Development. 35 (1) 29-37.

Beheshtifar, M. & Herat, B.H. (2013). To promote employees' commitment via Perceived organizational support. International Journal of Academic Research in Business and Social Sciences 3 (1) 306–313.

Duffield, C. M., Roche, M. A., Blay, N. & Stasa, H. (2011). Nursing unit managers, staff retention and the work environment. Journal of Clinical Nursing, 2 (1-2) 23-33.

Hoare, C. (2020). The Oxford handbook of reciprocal adult development and learning. New York, NY: Oxford University Press. Retrieved from http://www.krepublishers.com

Hansen, H. (2019). Building employees' organizational commitment with LMX: The mediating role of

supervisor support. Global Journal of Engineering Education 14 (3) 250–255.

Imran, H., Arif, I., Cheema, S., & Azeem, N.A. (2014). Relationship between Job Satisfaction, Job Performance, Attitude Towards Work and Organizational Commitment. International Journal of Education and Research 2 (2) 135-144.

Iqbal, A. (2010). An empirical assessment of demographic factors, organizational ranks and organizational commitment. International Journal of Business and Management 5 (3) 16-27

Irshad, E. & Naz, S. (2011). Job satisfaction, organizational commitment, and personality traits: A relationship study. Journal of Humanities and Social Sciences 19 (2) 37-60.

Lewis, C. C. & Ryan, J. (2014). Age and influence tactics: A life stage development theory perspective. International Journal of Human Resource Management 25 (15) 2146-2158.

Locke, E. A. (Ed.). (2009). Cultivate self efficacy for personal and organizational effectiveness. Handbook of principles of organizational behavior. United Kingdom: John Wiley and Sons, Ltd.

Matsie, M. A. (2008). The Impact of Motivation on Employee Performance to Met simaholo District Hospital in Sasolburg. Pakistan: Academic Press.

Noe, R. A., Noe, A. W. & Bachhuber, J. A. (2019). An investigation of the correlates of career motivation. Journal of Vocational Behavior 37 (3) 340–356. Available @ https://psycnet.apa.org/doi/10.1016/0001-8791(90)90049-8

Ntui, A. I., Adu, A. V. & Eyong, I. U. (2014). Motivation as correlates of work attitude of library staff in tertiary institutions libraries in Cross River State, Nigeria. Journal of Library and Information Sciences 2 (2) 55-65. Available. http://dx.doi.org/10.15640/jlis.v2n2a4

Obajemu, A. S., Dekpen, N. A. & Ojo, J. A. (2012). Motivation as a tool to Improve productivity on the construction site. Library Philosophy and Practice.

Popoola, S. O. & Oluwole, D. A. (2007). Career commitment among records management personnel in Osun State civil service in Nigeria. Records Management Journal 17 (2) 107-116.

Riggle, E. & Hansen, E. (2009). Ameta-analysis of the relationship between perceived organizational support and job outcomes: 20 year so f research. Journal of Business Research 62 (10) 1027-1030.

Rijn, M., Yang, H. & Sanders, K. K. (2013). Understanding employees' informal work place learning. The joint influence of career motivation and self construal. Career Development International. (18) 610-628. doi:10.1108/cdi-12-2012-0124

Salami, S. O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. Anthropologist 10 (1) 31-38.

Umit A., Esra A., Kultigin A. & Serhat E. (2012). Relationships between career motivation, affective commitment and job satisfaction. Procedia Social and Behavioral Sciences Jouranl (58) 355–362. Available @ http://dx.doi.org/10.1016/j.sbspro.2012.09.1011

Yaya, J. A. (2016). Employees' motivation, emotional intelligence, human capital development as correlates of job satisfaction and productivity of librarians in public universities in Nigeria. [Unpublished doctoral dissertation]. Babcock University, Illishan-Remo, Ogun state, Nigeria.

Yoon, M. H. & Suh, J. (2003). Organizational citizenship behavior and service quality as external effectiveness of contact employees. Journal of Business Research 56 (8) 597-611.

Cite this Article: Olatunji, ET; Salami, KO; Arinola, AA; Kolajo, SF (2025). Career Motivation and Attitude as Determinants of Job Commitment of Library Personnel in Selected University Libraries in Ogun State, Nigeria. *Greener Journal of Social Sciences*, 15(1): 302-314, https://doi.org/10.15580/gjss.2025.1.090425134.