

**Full Length Research**

## **Influence of Job Motivation on Librarian's Commitment in University Libraries in Southern Nigeria**

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**This study examined the Job Motivation on Librarians Commitment in universities in southern Nigeria. This study was conducted among professional librarians working in 39 universities namely: Eighteen (18) from federal universities and Twenty (21) from state universities in South-East, South-West and South-South private university libraries. The survey research was adopted for the study. A structured questionnaire was used to collect data from all the five hundred and fifty-six (556) professional librarians in thirty-nine University Libraries in Southern Nigeria. Total enumeration method was used to include all academic librarians in the universities in Southern Nigeria. Five hundred and twenty-four (524) were completed and retrieved for data analysis. Data was analyzed using descriptive statistics; The findings showed that the influence of librarian's job motivation in university libraries in Southern Nigeria was high. And that affective commitment made the largest contribution for the job commitment followed by normative and continuance commitment. The study recommends that the library managements should look into self-esteem motivation of librarians since it rated lowest among other indicators of job motivation. Policies that enhances librarians self -esteem such as Recognition of employees achievements, prestige and awards should be put in place to boost librarians job commitment**

**Key word:** Job Motivation, Librarians Commitment, University library

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### **INTRODUCTION**

The library is an important organ of any institution of higher learning. Its products and services are instrumental to the achievement of the information needs of staff and librarians of its parent institution. The library as an organisation is composed of books and non-book

materials, and essentially human resources. The human resources are crucial to the functioning of the library and the maximizing of resources by users of the library. Effective delivery of duties by the staff of the libraries is important in the achievement of the institution's mission and vision for sustainable educational services. The place of the academic library in an institution cannot be

overemphasized, it is crucial to the actualization of goals and objectives of the institution where it exists. It is the hub of all academic pursuits of the parent body and the academic library must be headed by a librarian. The librarians are the professionals saddled with the responsibility of assisting the users in their search for information. LRCN (2013) views librarians as a graduate of library and information science (first or second degree) registered and inducted by LRCN, which allows them to offer knowledgeable and specialized information service to the library. Achieving this important task requires that librarians be encouraged to be committed to their jobs.

Commitment refers to a broad concept for analysing organisational effectiveness as well as working attitude, which is directly related to participation and decisions of employees to stay in an organisation (Okechuku, 2013). Committed employee feels a connection with their organisation, feel that they fit in and, feel they understand the goals of the organization. Committed employees usually perform their jobs more than management expectations. The commitment of librarians is very important for effective service delivery in the areas of organization of knowledge, circulation and reference services among others. Libraries can boost the commitment of librarians by increment of salaries, sponsoring staff on attending conferences/ workshops. Library personnel may be more committed to their work if they feel a high sense of social support which can act as a motivator. Knowing the commitment of employee in an organization like library will help the library management to improve on Librarians' poor attitude to work, low rendering of quality service to users and turnover as factors responsible for low commitment of librarians. (Ademodi & Akintomide 2015)

Understanding how librarians become involved or committed to their libraries could be based on the three dimensions of commitment propounded by Meyer and Allen (1997), namely, affective, continuance and normative. Affective commitment is the positive emotional attachment an individual has towards an organization. Employees with affective commitment are deeply bound to their values and assume themselves more pleased with the achievement of organisational objectives. Continuance commitment on the other hand is based on the employee's awareness of the costs associated with leaving/quitting an organization. People with this type of commitment base their relationship with the organisation on the remuneration they are getting from the organisation and what they stand to lose if they leave the organisation. Normative commitment means an obligation to uninterrupted employment which implies that somebody does not resign from an organisation because of the pressures enforced by the statutes of the organisation. It can also portray how an individual's values and opinions are affiliated with the organization's basic standards. These different dimensions of

commitment are very vital to university libraries, especially with the nature of librarians' job and coupled with the fact that they occupy a crucial position in the university. For librarians to be committed to their jobs, they must be adequately motivated.

Motivation is the process through which goal-directed activity is instigated and sustained. It is the reason why somebody does something or behaves in a particular way. The goal of most employers is to ensure that their employees are well motivated so that work can progress at desired rate, pace and time. According to Haque, Haque and Islam (2014), job motivation may be viewed as the internal and external powers that initiate work-related behaviour, and decide its procedure, bearing, strength and period. Kamau (2015) noted that job motivation is vital in any organization such as the library because it can enhance performance. Maslow (1954) developed a comprehensive view of individual motivation. Maslow need hierarchy arranged human needs into pyramid shaped-model with basic physiological needs at the bottom, which is a basic need for physical survival, other needs include Safety needs which are concerned with security, adequate medical benefits and safe working condition., Social or love and belongingness needs are needs people have for affiliation for giving and receiving affection and for, friendship that is, making intimate relationship with other members of the society Esteem needs are the need to feel good about oneself and one's capabilities recognitions and appreciations, while self-actualization needs are needs for realizing one's own potentialities, the opportunity for creativity, self-fulfilment, seeking personal growth and peak experiences for continuous development of the individual power and skill.

Studies have examined the relationship between job motivation and librarian's commitment in different contexts using different approaches. Adeyinka, Ayeni and Popoola (2014) carried out a study on work motivation, job satisfaction, and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. Their findings showed that differences occur in the job satisfaction of library personnel in academic and research libraries, and that there is no existing relationship in the organizational commitment of library personnel based on their years of experience. Babalola and Nwalo (2013) in their study of 63 librarians of states and federal colleges of education in Nigeria reported that job motivation influenced the productivity of librarians to a significant extent. Similarly, Idiegbeyan (2019) revealed that the level of motivation was considered to be high by library staff in private University Libraries South-West, Nigeria. Likewise, Igbaekemem (2014) revealed that monetary incentives alone are not sufficient to motivate employee, noting that maximum of both monetary and non-monetary incentives should be applied. Equally, Jain (2013) stated that for librarians to

be motivated, adequate training is needed so as to enable them adapt in the twenty-first century environment and obtain new roles like knowledge brokers, web designers, digital content managers and networkers. The finding also supports that of Elias and Yaakub (2009) who conducted a study to determine the influence of work motivation on job performance and discovered that work motivation was moderate and job performance was high.

In similar trend, Katz, (2015) perceived motivation as the factors that boost, direct, and withstand human behavior directed towards a specific course of action. Machara and Jain (2016) perceive motivation as a means of providing a motive; hence it is certainly an act or process. The finding also supports that of Olusegun (2012) who perceived motivation as the ability to cause change behaviourally, the author went further to state that motivation is inner strength that prompts actions that are favourable to attaining specific goals. The result is also consistent with that of Adeoye and Fields (2014) who conducted a study on an assessment of compensation management and employee job satisfaction and suggested that both financial motivation such as salary, regular promotion and other fringe benefits and non-financial motivation such as good working environment, recognition among others are important factors in determining the job satisfaction of librarians.

Animashaun and Oludemi (2013) concluded in their study on employee and career commitment among prison officers in Southwest, that job satisfaction, emotional intelligence, motivation and job stress are connected to employee and career commitment. The significant relationship between job satisfaction and career commitment of the librarians in universities in Ekiti and Ondo states was justified by Awoyemi and Odefadehan (2017). The convergence in their findings could lead to the assumption that library employees ascribed serious

importance to job commitment in organizations. Therefore, it is expected that human resource management of organizations should endeavor to identify factors that can foster higher commitments.

However empirical evidence from the literature has revealed that job motivation has positive relationship on librarian's commitment as a distinct concept, very few studies actually considered the relationship between job motivation and affective, continuance and normative dimensions of librarian's commitment. Perhaps, a more specific study of the construct could result in a different finding.

### **Research Question**

- 1 What is the level of librarians' commitment in university libraries in Southern, Nigeria?
- 2 To what extent are librarians motivated in university libraries in Southern, Nigeria?

### **METHODOLOGY**

This study was conducted among professional librarians working in 39 universities namely: Eighteen (18) from federal universities and Twenty (21) from state universities in South-East, South-West and South-South private university libraries. The survey design was adopted for the study. Total enumeration technique was used. A structured questionnaire was used to collect data from the entire population of (556) professional librarians on the demographic characteristics, level of job motivation and librarians commitment of the librarians. A total of five hundred and twenty-four questionnaire representing 94.2% of the questionnaire was found usable for the study. The usable copies were analysed using descriptive statistics.

## RESULTS

**Research Question One: What is the level of librarians' commitment in university libraries in Southern, Nigeria?****Table 1.** Level of librarians' commitment in university libraries in Southern, Nigeria (N=524)

<b>Affective Commitment</b>	<b>Very High Level</b>	<b>High Level</b>	<b>Low Level</b>	<b>Very Low Level</b>	<b>Mean</b>	<b>SD</b>	<b>Percentage contributions</b>
My preference to work in this Institution over others at the time I joined is	161(30.8)	333(63.8)	10(1.9)	18(3.5)	3.22	.65	<b>35.8%</b>
The willingness to put in more effort than expected in this institution is	140(26.8)	329(63.0)	30(5.7)	23(4.5)	3.12	.70	
My enthusiasm towards the institution is	115(22.0)	377(72.1)	11(2.1)	20(3.8)	3.12	.62	
My loyalty towards this institution is	125(23.9)	359(68.8)	10(1.9)	28(5.4)	3.11	.68	
My emotional attachment to this institution is	118(22.6)	353(67.4)	27(5.2)	25(4.8)	3.08	.68	
The tendency for me to remain in this institution, even to my disadvantage is.	83(15.9)	311(59.4)	78(14.9)	51(9.8)	2.81	.82	
<b>Group Mean = 3.08</b>							
<b>Continuance Commitment</b>							<b>32.3%</b>
Happiness about choice of job is	74(14.3)	375(72.7)	41(7.9)	26(5.0)	2.96	.65	
Benefits from staying in this organization is	68(13.1)	337(65.1)	84(16.2)	29(5.6)	2.86	.71	
My tendency of accepting any type of job assignment in order to keep working in this institution is	86(16.5)	308(59.1)	87(16.7)	40(7.7)	2.84	.79	
My aspiration to have lifetime employment if possible with the organization is	57(10.9)	338(64.9)	95(18.2)	31(6.0)	2.81	.70	
The possibility of leaving this institution even if I get a better offer is	103(19.9)	201(38.8)	189(36.5)	25(4.8)	2.74	.83	
The possibility of me spending the rest of my career in this institution is	67(12.9)	287(55.2)	127(24.4)	39(7.5)	2.73	.78	
My thought of leaving this institution for another is	58(11.2)	172(33.1)	256(49.2)	34(6.5)	2.49	.78	
<b>Group Mean = 2.78</b>							
<b>Normative Commitment</b>							<b>31.9%</b>
The obligation I have to work for the same institution	80(15.2)	381(73.2)	28(5.4)	32(6.2)	2.98	.67	
The sense of loyalty which I feel this institution deserves from me is	69(13.2)	363(69.5)	64(12.3)	26(5.0)	2.91	.67	
The necessity for me staying in this organization is	58(11.1)	371(71.2)	67(12.9)	25(4.8)	2.89	.65	
My obligation towards remaining with my current employer is	61(11.7)	358(68.7)	72(13.8)	30(5.8)	2.86	.68	
My desire to leave this institution because of the strong sense of attachment to some people here is	54(10.3)	185(36.3)	241(46.2)	39(7.2)	2.49	.78	
Negative consequences of leaving the organization is	48(9.2)	163(31.4)	251(48.4)	57(11.0)	2.39	.80	
<b>Group Mean = 2.75</b>							
<b>Job Commitment (Grand Mean=2.87)</b>							

Source: Field work from the Researcher, 2020

Decision Rule: The decision rule states that: 1.0-1.49 = Very low level of commitment; 1.50-2.49 = Low level of commitment; 2.50-3.49 = High level of commitment; 3.50-4.0 = Very High level of commitment. Criteria mean of 2.5 is calculated as follows:  $4+3+2+1=10/4=2.5$ .

The result of Table 4.2 shows that the level of librarians' commitment in university libraries in Southern, Nigeria was high as indicated by the grand mean score of 2.87 on a four-point Likert type scale. The results reveal the percentage, mean, standard deviations, for each item in librarian commitment. The group mean and percentage contributions for each component and the grand mean for librarian commitment was calculated. Librarians' commitment is divided into three dimensions namely affective commitment, continuance commitment and normative commitment as guided by Allen & Meyer's model in the literature reviewed in the chapter part of the study. Each of the dimensions had statements under them which librarians responded to. The table shows the mean score of the responses to each statement.

Affective commitment had a group mean score of 3.08. This shows that the level of affective commitment of librarians in university libraries in Southern, Nigeria was high. Continuance commitment had a group mean score of 2.78 while normative commitment had a mean score of 2.75. This shows that the levels of continuance commitment and normative commitment of librarians in university libraries in Southern, Nigeria was high. Further, the level of affective commitment was highest among the three librarian commitment levels measured. The percentage contribution of the three constructs to their parent variable (job commitment) was also captured in the last column of the table. Affective job commitment (35.8%) made the largest contribution in job commitment while normative job commitment (31.9%) offered the least contribution.

Specifically, under affective job commitment, Librarians rated on a high level, their preference to work in the library institution over others (mean=3.22) while they also feel on a high level, their tendency to remain in the institution, even to their disadvantage (Mean= 2.81), though this was considered to be the lowest under affective commitment measurement. This finding may imply high level of job security among university librarians in Southern, Nigeria. In addition to this, other statements under affective commitment showed high levels of commitments. This may boost the effectiveness of the Library staff.

With regard to continuance job commitment, the group mean score was 2.78. This was perceived to be high. Respondents rated on high levels: their happiness about their choice of job (Mean= 2.96, S.D = 0.65), benefits from staying in the organisation (Mean= 2.86, S.D = 0.71), tendency of accepting any type of job assignment in order to keep working in the institution (Mean= 2.84, S.D = 0.79), aspiration to have lifetime employment if possible with the organisation (Mean= 2.81, S.D = 0.70), the possibility of leaving the institution even if they get a better offer (Mean= 2.74, S.D = 0.83), possibility of spending the rest of their career in the institution (Mean= 2.73, S.D = 0.78). On the other hand, respondents rated on a low level, the thought of leaving the institution for another (Mean= 2.49, S.D = 0.78). This finding may imply the willingness of librarians in Southern, Nigeria to continue working with their organisation for reasons best known to them must be sustained.

For normative job commitment, the group mean score was 2.75. This was considered to be high. Further, respondents rated on high levels: obligation they have to work for the same institution (Mean= 2.98, S.D = 0.67), the sense of loyalty which they feel the institution deserves (Mean= 2.91, S.D = 0.67), the necessity of staying in the organization (Mean= 2.89, S.D = 0.65), their obligation towards remaining with their current employer (Mean= 2.86, S.D = 0.68). On the other hand, respondents rated on a low level, their desire to leave the institution because of the strong sense of attachment to some people (Mean= 2.74, S.D = 0.78) and the negative consequences of leaving the organization (Mean= 2.39, S.D = 0.80). From this result, it implies that librarians are committed to their jobs despite the challenge facing them on the job. This finding suggest that the normative commitment of librarians in Southern, Nigeria must be enhanced. Factors linked to the high job commitments are examined in the test of hypothesis section.

**Research Question Two: To what extent are librarians motivated in university libraries in Southern, Nigeria?****Table 2.** Extent of librarians motivation in university libraries in Southern, Nigeria (N=524)

	Very High Extent	High Extent	Low Extent	Very Low Extent	Mean	S.D	Percentage contributions
<b>Security</b>							
Stable wages and salaries	111(21.2)	349(66.6)	44(8.4)	20(3.8)	3.05	.67	<b>20.3%</b>
Job security	106(20.5)	355(69.7)	42(8.0)	20(3.8)	3.05	.66	
Safe work place	109(20.9)	346(66.3)	42(8.0)	25(4.8)	3.03	.70	
Retirement benefit.	79(15.2)	361(69.3)	53(10.2)	28(5.3)	2.94	.68	
Health insurance	84(16.2)	316(61.0)	93(18.0)	25(4.8)	2.89	.72	
<b>Group Mean = 2.99</b>							
<b>Social Affiliation</b>							<b>20.2%</b>
Friendship	77(14.8)	396(75.8)	32(6.1)	17(3.3)	3.02	.58	
Affection	80(15.4)	375(72.3)	47(9.1)	17(3.2)	3.00	.61	
Sense of belonging	82(15.8)	368(70.9)	49(9.4)	20(3.9)	2.99	.64	
Team work	80(15.4)	359(69.2)	63(12.1)	17(3.3)	2.97	.64	
Employee social activities.	74(14.1)	359(68.5)	68(13.0)	23(4.4)	2.92	.67	
<b>Group Mean = 2.98</b>							
<b>Self-Actualization</b>							<b>20.2%</b>
Realization of potentials	83(15.9)	389(74.4)	32(6.1)	19(3.6)	3.02	.60	
Self-fulfillment	72(13.8)	386(74.2)	44(8.4)	19(3.6)	2.98	.61	
Capacity for creativity,	57(10.9)	397(76.1)	50(9.6)	18(3.4)	2.94	.58	
Self-sufficiency	56(10.8)	383(73.7)	61(11.8)	19(3.7)	2.92	.61	
<b>Group Mean = 2.97</b>							
<b>Physiological</b>							<b>19.9%</b>
Conducive work environment	121(23.1)	351(67.0)	32(6.1)	20(3.8)	3.09	.66	
Adequate work resources	90(17.2)	352(67.2)	60(11.5)	22(4.2)	2.97	.67	
Convenient and reasonable foodservice facilities	67(12.9)	290(55.8)	115(22.1)	48(9.2)	2.72	.80	
<b>Group Mean = 2.93</b>							
<b>Self-Esteem</b>					<b>2.86</b>	<b>0.57</b>	<b>19.4%</b>
Self-respect	85(16.4)	380(73.5)	30(5.8)	22(4.3)	3.02	.63	
Autonomy	60(11.5)	357(68.7)	82(15.8)	21(4.0)	2.88	.65	
Recognition of my achievement by my employer	74(14.3)	315(60.8)	100(19.3)	29(5.6)	2.84	.73	
Prestige.	55(10.6)	343(66.0)	100(19.2)	22(4.2)	2.83	.66	
Award	60(11.5)	293(56.1)	146(28.0)	23(4.4)	2.75	.71	
<b>Group Mean = 2.86</b>							
<b>Job Motivation (Grand Mean=2.95)</b>							

**Source: Field work from the Researcher, 2020**

Decision Rule: The decision rule states that: 1.0-1.49 = Very low extent of motivation; 1.50-2.49 = Low extent of motivation; 2.50-3.49 = High extent of motivation; 3.50-4.0 = Very high extent of motivation. Criteria mean of 2.5 is calculated as follows:  $4+3+2+1=10/4=2.5$ .

It can be deduced from the result of Table 4.3 that the extent of librarians motivation in university libraries in Southern, Nigeria was high, as indicated by the grand mean score of 2.95 on a four-point Likert type rating. This result suggests that librarians are highly motivated on their jobs contrary to assumptions by some members of the public that librarians have little motivation. This result signifies and serves as a guiding principle for the direction and actions of motivation of librarians.

The percentage, mean, standard deviations, for each item in librarians motivation were shown in Table 4.3. The group mean and percentage contributions for each component and the grand mean for librarian commitment were calculated. Librarians' motivations is divided into five constructs namely physiological, security, self-esteem, social affiliation and self-actualization as guided by Abraham Maslow's theory of hierarchy of needs in the literature of chapter two. Each of the constructs had statements under them which library personnel responded to. The table shows the mean score of the responses to each statement.

Security had a group mean score of 2.99. This shows that the level of job security of librarians in university libraries in Southern, Nigeria was high. Social affiliation has a group mean score of 2.98, self-actualization has a group mean score of 2.97, physiological needs has a group mean score of 2.93 while self-esteem had a group mean of 2.86. This shows that the levels of Social affiliation, self-actualization, physiological needs and self-esteem of librarians in university libraries in Southern, Nigeria was high. However, percentage contributions of the five constructs reveal that security (20.3%) contributed largest in librarian motivation while self-esteem (19.4%) offered the least contribution.

Specifically under security, respondents rated on a high extent: stable wages and salaries (Mean= 3.05, S.D = 0.67), job security (Mean= 3.05, S.D = 0.66), safe work place (Mean= 3.03, S.D = 0.70), retirement benefit (Mean= 2.94, S.D = 0.68) and health insurance (Mean= 3.08, S.D = 0.68). This finding suggests that high level of job security should be sustained in the university library environment in Southern Nigeria.

For social affiliation, responses for friendship (Mean= 2.96, S.D = 0.65), affection (Mean = 2.86, S.D = 0.71) sense of belonging (Mean= 2.84, S.D = 0.79), team work (Mean= 2.81, S.D = 0.70) and employee social activities (Mean= 2.74, S.D = 0.83) were all rated on a high extent. This finding suggests that the quality of social relationships among librarians in university libraries in Southern, Nigeria is encouraging.

In the aspect of self-actualization respondents rated highly: realization of their potentials (Mean= 3.02, S.D = 0.60), self-fulfillment (Mean= 2.98, S.D = 0.61), capacity for creativity (Mean= 2.94, S.D = 0.58) and self-sufficiency (Mean= 2.92, S.D = 0.61). It is evident from this finding that university libraries in Southern, Nigeria is a fertile environment where employees can aspire to be the best the hope for.

For physiological construct, respondents rated conducive work environment (Mean= 3.09, S.D = 0.66), adequate work resources (Mean= 2.97, S.D = 0.67) and convenient and reasonable foodservice facilities (Mean= 2.72, S.D = 0.80) on high extents. This finding implies that university libraries in Southern, Nigeria makes available provision for resources that can improve the

physiological needs of librarians and when these basic needs are met, employees are likely to give their best on the job.

In addition, under self-esteem, though it has the lowest contribution to librarian motivation, its mean score was high. Responses for self-respect (Mean= 3.02, S.D = 0.65), autonomy (Mean= 2.88, S.D = 0.65) recognition of achievement by employers (Mean= 2.84, S.D = 0.73), prestige (Mean= 2.83, S.D = 0.66) and award (Mean= 2.75, S.D = 0.71) were all rated on a high extent. This finding suggest that non-financial motivations are available to a high extent for librarians in university libraries in Southern, Nigeria to boost their productivity on the job. Factors connected to the high level of job motivation of librarians in university libraries in Southern, Nigeria are tested in the hypothesis section of this chapter.

## DISCUSSION OF FINDINGS

Research question one was formulated to establish the level of librarians' commitment in university libraries in Southern, Nigeria. Findings in Table 4.1 reveal high level of job commitment in university libraries in Southern, Nigeria. Affective job commitment contributed the highest in job commitment while normative job commitment offered the least contribution. From this result, it implies that librarians are committed to their jobs despite the challenge facing them on the job. Therefore, library management should give credence to Librarians' job commitment dimensions captured in this study. Several empirical, conceptual and theoretical literature reviewed in the study corroborates this finding. For instance, the finding is also consistent with that of Owolabi et al. (2013) who perceived commitment as a state whereby employees show the highest level of dedication to support in the accomplishment of the organization's objectives. The finding also corroborates Irefin, and Ali (2014) who found that the level of employee commitment of the staff of the company is very high. Also in agreement, Zeena, et al (2018) found that commitment is an emotional response that can be measured through people's behaviours, beliefs and attitudes. Similarly, the finding of Umar et al (2013) corroborated that, the employees of organizations whose work performance and productivity level of commitment is very high will perform better, while organizations whose employees have lower level of commitment will exhibit absenteeism and lateness.

Research question two was formulated to examine extent of librarians motivation in university libraries in Southern, Nigeria. This result in Table 4.2 indicates high extent of job motivation in university libraries in Southern, Nigeria. The respondents displayed high levels of security, social affiliation, self-actualization, psychological

motivation and self-esteem. Security contributed highest to job motivations; social affiliation and self-actualization offered similar contributions, while physiological and self-esteem offered the least contributions to job motivations. This result suggests that librarians are highly motivated on their jobs contrary to assumptions by some members of the public that librarians have little motivation. This findings is also supported by that of Lamptey, Boateng and Antwi (2013) who revealed a high motivational level of librarians in public universities in Ghana and that the motivational level has a positive effect by majority of librarians Likewise, the findings of Idiegbeyan (2019) who revealed that the level of motivation was considered to be high by library staff in private University Libraries South-West, Nigeria. Similarly, Jehanzeb et al. (2012) findings revealed that rewards have positive significance on motivation, and that motivation is positively related to the job satisfaction, and that rewards have a positive significant effect on job satisfaction. . The finding also supports that of Elias and Yaakub (2009) who conducted a study to determine the influence of work motivation on job performance and discovered that work motivation was moderate and job performance was high

## CONCLUSION AND RECOMMENDATIONS

Librarians are the greatest strength of any library organization owing to the fact that they convey novelty, resourcefulness and knowledge that can improve the performance of the library, Job motivation of the employees which is a key factor that impact on librarian's job commitment, and by these various components of commitment (affective, continuance and normative) the emotional feeling and sense of belongings employee has for his/her organisation will be known and it will in turn benefit the organisation.

University libraries should know the vigorous nature of the environment which they operate on that needs them to be active, inventive and receptive therefore, this study recommends that the management of university libraries in public universities in southern, Nigerian.

1. Public universities in southern, Nigerian should look into self-esteem motivation of librarians since it rated lowest among other indicators of job Motivation
2. Policies that will enhances librarians self-commitment such as Recognition of employer achievements, prestige and awards should be put in place to boost librarian's job Commitment

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