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Personnel Motivation as Correlate of Organizational Commitment in Academic Libraries in Lagos State, Nigeria

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A survey research design was used. The population consisted of 224 personnel in academic libraries in Lagos State. Using total enumeration all 224 library personnel participated in the study. For data collection a questionnaire was used. A response rate of 81% was obtained. Data was analyzed using include descriptive statistics, Correlation and linear regression analysis.

The findings revealed that on the overall, library personnel had average level of commitment (mean=2.73). However, there appear to be more of Affective Commitment (mean=2.88), followed by Normative Commitment (mean=2.82) and then Continuance Commitment (mean=2.48). Library personnel motivation was at an average level (mean=2.95). The tested hypothesis revealed that motivation is not significantly related to Commitment (r=0.09, P>0.05). This may imply that other factors other than motivation are responsible for organizational commitment.

Organizational commitment remains pertinent to fulfilling the mandate of any academic library. Therefore, policies and programs that will help maintain the affective commitment of its personnel and work towards improving normative commitment and continuance commitment should be put in place.

Keywords: organizational commitment, personnel motivation, library personnel, academic libraries.

I. Introduction

Tertiary institutions are primarily established to impart knowledge and conduct research. For this to be achieved academic libraries are established, stocked with information resources and personnel to render services to users. Academic libraries set out to offer quality service to their users but this is highly dependent on the caliber of library personnel who to a large extent determine the quality of service the users enjoy. Hence, library personnel play a significant role of providing relevant information to users in order to satisfy their need. Personnel in academic libraries are classified as either professionals, para-professionals and non-professionals saddled with the responsibility of providing information services that supports teaching, learning and research. In order to fulfill this mandate, they must be committed to the library's mission. Commitment can be described as an intention to persist in a course of action. It is considered to give effective responses or attitudes which link or attach an employee to the organization. Commitment, according to Atak (2011) is an attitude which involves loyalty of employees to the organization, internalization of goals and objectives and the willingness of employees to contribute towards achieving these goals and objectives. In other words, the employee has to accept all that the library stands for and be willing to be part of her success story. Many academic libraries put strategies in place to boost their personnel's commitment, thereby reducing employee turnover. This is because committed personnel will work harder and be more likely to "go the extra mile" to achieve the library's goal. In libraries, one of the strategies put in place to boost personnel commitment is motivation.

Motivation is a process of stimulating individuals by an action in order to achieve a desired task. Luthans (1998) defined motivation as an energetic, driving factor in behaviour which induces employees to do their jobs and achieve identified goals. He asserted that motivation is the process that arouses, energizes, directs and sustains performance. In other words, motivation is a process that drives or stimulates employees to achieve set goals. Motivation could either be intrinsic or extrinsic type. Intrinsic motivation means internal or personal drive or determination to achieve a set goal. When someone is motivated at the intrinsic level, he or she engages in skill development for higher competence and personal accomplishments. On the other hand, extrinsic motivation involves giving the personnel physical items and recognition such as money, trophies, medical support, promotion and other benefits. Therefore, it is expected that when a library personnel is motivated he or she will be committed to the mission of the library.

In libraries, the extent to which personnel are motivated influences their level of commitment to the

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library's goals and mission. In Nigeria, Tella Ayeni and popoola (2004) studied the work motivation in relation to organizational commitment and job satisfaction of library personnel in academic and Research libraries in Oyo State. The findings of the study revealed a correlation exists between perceived motivation, job satisfaction and commitment. This means that motivated and satisfied library personnel will be committed to the goals of his or her library.

II. Statement of the Problem

Commitment can be considered to be an affective response or attitude of an employee to the organization. Ensuring continuous commitment of employees depends greatly on personnel motivation. Unfortunately, there appears to be low commitment of library personnel as mobility/ high turnover has characterized academic libraries. Could this be because they are not motivated enough for them to remain committed to their libraries? Hence, it becomes necessary to explore the dynamic relationship that exists between personnel motivation and organizational commitment in academic libraries in Lagos state.

III. Research Questions and Hypothesis

The study sets out to provide answers to the following research questions:

- ascertain the level of commitment among library personnel in academic libraries in Lagos State
- determine the level of motivation among library personnel in Lagos State.
- examine if motivation significantly predicts organizational commitment among library personnel in Lagos State.

Hypothesis

The hypothesis below was tested at > 0.05 level of significant

H_o^1: There is no significant relationship between motivation and organizational commitment.

IV. Literature Review

a) Concept of Organizational Commitment

Organizational commitment forms the basis of a wide-ranging literature which has focused on the background of organizational commitment and its consequences on work behavior for example, turnover, motivation, job performance, satisfaction and so on. Research conducted on organizational commitment has given more attention to the psychological attachment of personnel to their workplaces, possible factors contributing to this attachment and the consequences of the attachment (Cole & Bruch, 2006).

Organizational commitment can be defined as the individual's identification and his/her level of engagement with an organization. It reflects an individual's attitude towards the goals, objectives and values of the organization as well as the intention to stay with the organization. Organizational commitment can also be defined as 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 those goals and objectives (Atak, 2011; Altindis, 2011). Due to this multidimensional nature of organizational commitment, there is growing support for a three component model proposed by Meyer and Allen (1996). The three dimensions are as follows; affective commitment which involves the employees' emotional attachment to, identification with, and involvement in the organization, Continuance Commitment involves commitment based on the costs that the employee associates with leaving the organization and normative commitment which involves the employees' feelings of obligation to stay within the organization.

The level of organizational commitment directly affects the performance of an organization. The low level of organizational commitment is considered the most important reason for turnover. According to Wong, Wong, Hui, and Law (2001), it is also stated that an employee's commitment to the organization is an important attitude that organizations should cultivate. Because of the conceptual differences in the three dimensions of commitment, Meyer & Allen (1991) proposed the psychological states reflecting the three components of commitment will develop as the function of quite different antecedents and have different implications for relevant behavior. The three forms of commitment are not mutually exclusive. And employees can experience the three forms of commitment to varying degrees. Cha (1996) indicated that there is a service orientation discrepancy between managers and employees. Employees saw themselves as more enthusiastic and less bureaucratic than managers and this service orientation was inversely correlated with employee organizational commitment. Hence the higher the level of service orientation the stronger the degree of the employee's organizational commitment. The implications for management center on designing training, communication, and motivational programs and other human resource management programs for employees. Awolusi, (2014) investigated the commitment level of employee in banking industry in Nigeria. Result revealed that majority of the respondent, especially the junior staff, believed that they were not being properly motivated, hence, poor employee job commitment.

b) Concept of Motivation

Motivation can best be defined as 'an internal state that induces a person to engage in particular behaviours' (Spector, 2003). The field of motivation arose in an attempt to answer the question why people behave as they do. It also addresses what energizes and directs the behavior of people. Motivation is

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basically concerned with why people behave in a certain way. The basic underlying question is:- why do people do what they do? According to Mullins (2001), motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular cause of action in preference to others and why they continue with a chosen action, often over a long period and even in the face of difficulties and problems. Newstom and Davis (2002) postulate that motivation represents the complex forces and needs which provide the energy for an individual to perform a particular task. He further explains that the role of managers is to successfully motivate employees and influence their behavior to achieve greater organizational efficiency.

i. *Types of motivation*

Extrinsic Motivation relates to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. These are what need to be done to or for people to motivate them. They are often determined at the organizational level and may be largely outside the control of the individual managers. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005). Intrinsic motivation on the other hand relates to psychological rewards such as the opportunity to use one's ability. This includes a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can be determined by the actions and behaviour of the individual managers (Mullins, 2005). Intrinsic motivators are concerned with the quality of work life and are likely to have a deeper and long-term effect because they are inherent in individuals and not imposed from outside. (Armstrong, 2006).

ii. *Motivation of personnel in the Library*

Library managers must look for a variety of strategies for motivating their staff. Appraisal and development schemes offer a chance for library personnel to explore their diverse development needs with their most senior librarians. Opportunities for personnel professional development include attending training courses, conferences, seminars, and work-shops (Rowley, 1996). Badu (2005) examines 12 factors that motivate professional and non-professional staff at two university libraries in Ghana: having a sense of belonging to the library; being held in high esteem; having physiological needs met; achieving dreams; having job security; receiving punishment for wrong-doing; participating in decision making; receiving praise and recognition; having interesting work; being trusted by senior managers; earning a sufficient salary; and having performance related to pay.

Abifarin (1997) investigates the level of motivation among professional librarians and para-professional staff in Nigerian university libraries and they are; examining training opportunities, promotion, work environment, communication, and style of management. He found that the university libraries did not provide enough training courses for their staff. It was recommended that modern accessories, tools and equipment be provided for staff in order to create a comfortable working environment. Basic training for staff is important as it helps them feel confident and competent at work. If managers take these factors into consideration, it would help in motivating staff and resolving the problems identified by employees. Motivation gives people the reason to work and to succeed and is needed even more with the challenges currently facing library services. Library managers are by no means alone in the process of motivation but undoubtedly they play a key role in ensuring that libraries provide effective services.

Carlsen (2003) believes a motivated workforce is essential, as the complete participation of employees will inevitably drive the profitability of the organisation. The issue of motivation among librarians is quite critical in that a motivated librarian is directly linked to higher productivity. This is because lack of motivation compromises the professional conduct, leading to poor work culture such as poor performance, absenteeism, lateness, and other bad behavioral tendencies such as corruption, use of abusive language and also idling around within the library premises or even outside. Awolusi, (2014) investigated the sources of motivation among employees in Nigeria majority of the respondents unanimously indicated good salaries and fringe benefits as their best source of motivation.

c) *Relationship between Motivation and Organizational Commitment among Library Personnel*

Personnel motivation has emerged as one of the most important organizational behaviour that affects commitment at work. In today's rapidly changing economy, the worldwide competition continues to increase. For that reason, organizations are searching for more efficient ways to raise their commitment of their workers. To do that effectively, it is important to make use of the skills of employees (George & Jones, 2008). In order to make employees satisfied and committed to their jobs in any sector, there is a need for strong and effective motivation at the various levels of the organization. Luthans (1998) asserted that motivation is the process that arouses, energizes, directs, and sustains behavior and performance and it is the process of stimulating individual to action and to achieve a desired task. One way of stimulating employees is to employ effective motivation, which makes them more satisfied with their job and committed to their jobs. Money is not the only motivator and there are other incentives which can also serve as motivators. Motivated employees are needed in our consistently changing workplaces and motivated employees to help organizations to survive.

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Both motivation and organizational commitment are psychological states, based on internalized values, external rewards, and moral involvement. Both have been described as energizing forces with implications for behavior (Meyer & Becker & Vandenberghe, 2004).

In the previous research, scholars have examined the relationship between the traditional intrinsic motivation, extrinsic motivation (intrinsic process, instrumental and goal internalization) and organizational commitment. It is also proved that affective commitment is a main determinant of many work outcomes (Cohen & Keren, 2008). Koestner, and Martens (2004) proposed that affective commitment would be facilitated by employees' autonomous motivation. Likewise, Warsi, Fatima and Sahibzada (2009) indicated that the work motivation is strongly positive associated with organizational commitment among the private sectors employees of Pakistan.

Newman & Sheikh (2012) highlighted the few factors those can promote employee commitment. The results showed the extrinsic rewards, intrinsic rewards and social rewards act the vital part in motivating the commitment among employees. The major determinants of emotional commitment were found i.e. role clarity and satisfaction with supervisor. Finally, in a study conduct by Iqbal et al, (2013) on the role of employee motivation on organization commitment in the banking sector, they found a significant positive relationship between incentives and employee commitment and a positive relationship exist between job involvement and employee commitment.

V. Methodology

The study adopted a survey research design. Its population comprises a 224 library personnel in academic libraries in Lagos state. Using the total enumeration technique all 224 library personnel were included to participate in the study. For data collection a structured questionnaire titled Motivation and Organizational Commitment was used. Then 224 copies were distributed with 182 copies of the questionnaire retrieved and consequently analyzed. Therefore the study had 81% response rate. The descriptive statistics like frequency distribution, percentage and mean score were used to analyze the stated research questions and correlation analysis for hypothesis testing. The statistical tool used for analysis was the Statistical Package for Social Science version 21.

VI. Results

Table 1 : Demographic Characteristics of Respondents

	Category	Frequency	Percent
Gender	Male	79	43.9
	Female	101	56.1
	Total	180	100.0
Age	21-30	41	22.8
	31-40	73	40.6
	41-50	45	25.0
	51-60	19	10.6
	61 and above	2	1.1
	Total	180	100.0
Highest Academic Qualification	SSCE	17	9.4
	ND	29	16.2
	HND	21	11.7
	BLIS	44	24.4
	MLIS	32	17.8
	MInfSci / MIRM	13	7.2
	PhD	3	1.7
	BSc/BEd/BA	14	7.8
	NCE	3	1.7
	MPA/MEd/MSc	3	1.7
	PGD	1	.6
	Total	180	100.0
Years of working experience	1-5	47	26.1
	6-10	76	42.2
	11-15	29	16.1
	21-25	14	7.8
	26-30	6	3.3
	31-35	8	4.4
	Total	180	100.0

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In this study, a total of 56.1% of the respondents were female while 43.9% were male. The age distribution of respondents ranged from twenty-one to sixty-one and above; with 31 – 40 being the age group with the highest number of respondents (40.6%) and 61 and above being the lowest of respondents (10.6%). This implies that there are younger library personnel in Lagos state than older library personnel still in service. This implies that the library have library personnel who should be vibrant and energetic in carrying out their duties.

In respect of the academic qualification, library personnel with BLIS constitutes the highest number of respondents with about (24.4%), next to it is MLIS with (17.8%) and the least qualification of respondents is (0.6%) which is Post Graduate Diploma in Library Science. The implication of this is that majority of the personnel in academic libraries in Lagos State have the minimum of a Bachelors Degree in Library and Information Science.

Finally, it is interesting to note that the years of working experience of the respondents from the category of 6-10 years has the highest number of respondents with about 42.2%, next to it is the category of 1-5 years with about 26.1% and the least category is 26-30 years of working experience with about 3.3%.

Table 2 : Distribution of respondents based on Organizational Commitment

	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
I do feel emotionally attached to this library	49 (27.2%)	102 (56.7%)	16 (8.9%)	13 (7.2%)	3.04	.808
I do feel a strong sense of belonging in this library.	44 (24.4%)	94 (52.2%)	24 (13.3%)	18 (10.0%)	2.91	.880
I enjoy discussing my library with people outside it.	41 (22.8%)	91 (50.6%)	23 (12.8%)	25 (13.9%)	2.82	.940
I really feel as if this library's problems are my own	34 (18.9%)	97 (53.9%)	31 (17.2%)	18 (10.0%)	2.82	.855
I do feel "part of the family " in this library	38 (21.1%)	92 (51.1%)	29 (16.1%)	21 (11.7%)	2.82	.900
	Affective Commitment				2.88	0.70
Right now, staying with this library is a matter of necessity as much as desired.	17 (9.4%)	102 (56.7%)	42 (23.3%)	19 (10.6%)	2.65	.794
One of the major reasons I continue to work for this library is that leaving would require considerable personal sacrifice	21 (10.6%)	88 (48.9%)	52 (28.9%)	21 (11.7%)	2.58	.831
One of the few serious consequences of leaving this library would be scarcity of available alternatives.	21 (11.7%)	70 (38.9%)	62 (34.4%)	27 (15.0%)	2.47	.887
It would be very hard for me to stop working for this library, even if I wanted to.	63 (15.0%)	63 (35.0%)	55 (30.6%)	35 (19.4%)	2.46	.971
Too much in my life would be disrupted if I decide to stop working for this library.	51 (8.9%)	51 (28.3%)	78 (43.3%)	35 (19.4%)	2.27	.875
	Continuance Commitment				2.48	0.60
I do believe that a person must always be loyal to his/her library	62 (34.4%)	102 (56.7%)	8 (4.4%)	8 (4.4%)	3.21	.725
If I get another offer for a better job elsewhere I will not feel it was wrong to stop working for this library	44 (24.4%)	93 (51.7%)	26 (14.4%)	17 (9.4%)	2.91	.874
I think people these days move from working for one library to other libraries.	35 (19.4%)	95 (52.8%)	42 (23.3%)	8 (4.4%)	2.87	.770
I was taught to believe in the value of remaining loyal to one library.	30 (16.7%)	80 (44.4%)	47 (26.1%)	23 (12.8%)	2.65	.906
Things were better in the days when people stayed with one library for most of their career	27 (15.0%)	62 (34.4%)	62 (34.4%)	29 (16.1%)	2.48	.936
	Normative Commitment				2.82	0.51
	Overall Score				2.73	0.47

The measuring scale for table 2 was scored as SA = 4; A = 3, D = 2, SD= 1.
Also, the commitment pattern was categorized as;
Low commitment for mean score lower than 2;
Average commitment for mean score between 2 and 3;
High commitment for mean score higher than 3.

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The result on table 2 above shows that with respect to affective commitment, 102 (56.7%) of the respondents admit that they are emotionally attached to their libraries with a mean score of 3.04 while 63 (35.0%) admit that it would be very hard for them to stop working for the library even if they wanted to with a mean score of 2.82. The implication of this is that there is a high level of affective commitment in these libraries. On continuance commitment, 102 (56.7%) of the respondents admit that staying with their library is a matter of necessity as much as desired with a mean score of 2.65 while 63 (35.0%) agreed that it would be very hard for them to stop working for the library even if they wanted to with a mean score of 2.27. This shows that continuance commitment is equally high among the respondents however; they might not be able to resist the pull from a more attractive offer from another library. For normative commitment, 102 (56.7%) admit that a person must always be loyal to his/her library with a mean score of 3.21 while 62 (34.4%) agreed that things were better in the days when people stayed with one library for most of their career with a mean score of 2.48. The implication of this is that normative commitment is relatively low in academic libraries in Lagos state.

On the overall, the commitment level of library personnel had a mean score of 2.73, which may imply that many of them perceived their commitment level as being average when the mean score is put on a scale of 4. Affective commitment scored the highest with a mean value of 2.88 followed by normative commitment with a mean value of 2.82. At a much lower level (2.48) came continuance commitment. This suggests that relationships accounted to a relatively high degree for respondents' level of commitment to their libraries.

Table 3 : Distribution of respondents based on Personnel Motivation

	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Mean	Standard Deviation
My work must provide me with opportunities for increasing my knowledge and skills.	1 (0.06%)	7 (3.9%)	71 (39.4%)	101 (56.1%)	3.51	.602
I am strongly motivated by the appreciation I can earn from others	-----	11 {6.1%)	98 (54.4%)	71 (39.4%)	3.33	.589
The greater the challenge the more I enjoy trying to complete the task.	3 (1.7%)	13 (7.2%)	102 (56.7%)	62 (34.4%)	3.24	.655
I believe success means doing better than other people	11 (6.1%)	26 (14.4%)	80 (44.4%)	63 (35.0%)	3.08	.858
	Intrinsic Motivation				3.29	0.42
My job in my institution is very secure.	4 (2.2%)	16 (8.9%)	102 (56.7%)	58 (32.2%)	3.19	.683
I get due promotions timely	10 (5.6%)	41 (22.8%)	79 (43.9%)	50 (27.8%)	2.94	.853
I am eagerly motivated by the money I earn	14 (7.8%)	50 (27.8%)	87 (48.3%)	29 (16.1%)	2.73	.824
Apart from my salary, my institution provides fringe benefits	31 (17.2%)	50 (27.8%)	74 (41.1%)	25 (13.9%)	2.52	.936
I think there is no point in doing a good job if nobody else knows about it.	58 (32.2%)	64 (35.6%)	42 (23.3%)	16 (8.9%)	2.09	.953
	Extrinsic Motivation				2.62	0.49
	Overall Score				2.95	0.36

The measuring scale for table 3 was scored as; SA = 4; A = 3, D = 2, SD 1.
Also, the motivation pattern was categorized as;
Low motivation for mean score lower than 2;
Average motivation for mean score between 2 and 3;
High motivation for mean score higher than 3.

The result on Table 3 above reveals that with respect to intrinsic motivation, 101 (56.1%) strongly agree that their work provides them with opportunities for increasing their knowledge and skills; 98 (54.4%) are strongly motivated by the appreciation they can earn from others; 102 (56.7%) agree that the greater the challenge, the more they enjoy trying to complete the task and 80 (44.4%) believe success means doing better than other people. This result shows that intrinsic motivation is relatively high among the respondents. For intrinsic motivation, 102 (56.7%) agree that their jobs in their institutions are very secure; 79 (43.3%) get due promotions timely while 41 (22.8%) disagree to it. 87 (48.3) are eagerly motivated by the money they earn while 14 (7.8%) disagree to it and finally, 74 (41.1%) agree that apart from their salaries, their institutions

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provide fringe benefits. This result shows that extrinsic motivation is relatively low among personnel in academic libraries in Lagos State.

On the overall, the motivation level of library personnel had a mean score of 2.95, which may imply that many of them perceived their motivation level as being average when the mean score is put on a scale of 4. However, they seem to be more intrinsically motivated (mean = 3.29) than extrinsically motivated (mean = 2.69).

Table 4 : Result of correlation to determine the relationship between Motivation and Organizational Commitment among personnel in academic libraries

Variables	Mean	Standard Deviation	N	R	Sig.	Remarks
Motivation	2.69	0.37	180	0.09	0.229	Not Significant
Organizational Commitment	2.73	0.47	180	---------	---------	

Table 4.6 indicates that motivation does not have any significant relationship with organizational commitment of library personnel ($r = 0.09$; $p > 0.05$). Therefore, the null hypothesis is accepted. This implies that the level of motivation of personnel does not in any way affect organizational commitment of personnel in Lagos State.

VII. Discussion of Findings

The first major finding of this study is the level of organizational commitment among library personnel in Lagos State, Nigeria, which indicated that library personnel on the overall are averagely committed to their libraries. However, there seem to be more of Affective Commitment followed by Normative Commitment and then Continuance Commitment. Further, this study found that respondents on the overall are averagely motivated, however they seem to be more intrinsically motivated than extrinsically motivated. Extrinsic motivation here is low and it is related to tangible rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and conditions of service. This corresponds with Abifarin's (1997) investigation of the level of motivation among librarians and para-professionals in Nigerian university libraries which revealed a general dissatisfaction with training opportunities, professional development, work environment, sabbatical leave, communication, and management style. Further, Abifarian suggests some practical ways of motivating staff. Among these is the management style of university librarians going out to see for themselves what is going on in the various sections of the library. By this, library managers will be able to observe their staff at work, talk to them in their various sections on a regular basis and be able to carry out on-the-spot assessment, listen to, and praise staff as the case may be. Akintoye (2000) has a contrary view; he asserts that money remains the most significant motivational strategy. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. Based on this finding, it is important that library management to be aware of other factors that will motivate personnel in academic libraries in Lagos State. Finally, the finding from the hypothesis testing revealed that motivation does not have any significant relationship with organizational commitment of library personnel. This implies that the motivation available in the library is not related to why library personnel are committed to their respective duty at work. This result negate the findings of Warsi, Fatima and Sahibzada 2009 and Iqbal et al, (2013) who found a positively relationship in the motivation and organization commitment of employees.

VIII. Conclusion and Recommendation

The academic library plays a prominent role in every academic institution and so the personnel should be duly motivated and satisfied with their jobs so that they can be committed to their primary assignment as information providers. The researchers therefore conclude that more attention should be given to motivation which is a correlate of organizational commitment of personnel in academic libraries in Lagos State.

Based on the major findings of this research, the following recommendations were suggested:

- Library management needs to map out strategies to better improve their personnel's level of extrinsic motivation and maintain the level of intrinsic motivation. Some of such strategies include but are not limited to adequate remuneration, staff promotion, awarding staff, security, fringe benefits and staff training.
- Library management should strive at maintaining the affective commitment of its personnel and work towards improving normative commitment and continuance commitment.
- From the findings, motivation does not predict commitment but it is believed that when it is mixed with other variables, commitment will be more on the part of the personnel.

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