

## **Social support, work motivation and work commitment of library personnel in selected private university libraries in south-west, Nigeria**

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**Abstract.** The study was designed to investigate social support and work motivation as factors affecting work commitment of library personnel in private universities in South-West, Nigeria. Descriptive research design of the correlation type was adopted. Structured questionnaire was used to collect the data. Simple frequency count and percentage distribution, mean, standard deviation, ANOVA and correlation matrix table was used for the data analysis using Statistical Package for social sciences (SPSS). The findings of this study revealed that respondents have moderate work commitment in their various libraries. The findings revealed that there is significant positive relationship between: social support and work commitment of the library personnel ( $r = .111^*$ ;  $p < 0.05$ ), work motivation and work commitment of the library personnel ( $r = .032^*$ ;  $df = 205$ ;  $p < 0.05$ ). Hence, the main factors that hinder work commitment of the library personnel include: insensitivity to library staff welfare, inability to acquire “state of the art” working equipment, poor funding of the library, among others.

**Keywords:** Social support, motivation, work commitment, library personnel

### **1.Introduction**

Research in job related attitudes and behaviours such as social supports in work places, work motivation and work commitment have gained much attention because of its importance in building organisational image and as well sustaining desirable positive organisational outcomes. Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. One of the driving force of work commitment of members of organisations is motivation.

Motivation is a human psychological characteristic that contributes to a person's degree of commitment to work (Nwibere, [7]). It includes the factors that cause, channel, and sustain human behaviour in a particular committed direction.

There are basically two types of motivation, extrinsic and intrinsic motivation. Extrinsic motivation: this motivation is induced by external factors which are primarily financial in nature. These incentives and reward have been subjects of debate, whether they really motivate the employees or simply move them to work. According to Ryan and Deci [9], the term, "extrinsic motivation" is the attainment of a separable outcome from the performance of an activity. Extrinsic motivation encourages staff to complete their task in order to receive the reward. Intrinsic motivation on the other hand is personal, "internal" responses, such as satisfaction or pride in an accomplishment. Intrinsic motivation is synonymous with a desire to work hard solely for the pleasure of task accomplishment (Ryan and Deci, [9]; Tella, Ayeni & Popoola, [10]). In order to make employees committed to their work in university libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library (Tella, Ayeni & Popoola, [10]). According to Greer [4], work commitment increases when employees work together with purpose and respect. A committed librarian may have built ties to the local community through service within and outside the library proper; in this case, both the individual and the community lose trusted relationships and meaningful interaction (Oladele, [8]). When someone who is active in the professional community through association membership, listservs, or leadership positions leaves librarianship, he loses a network of supportive colleagues and intellectual stimulation. University libraries thus need to promote organizational social support that better enhance the library staff work commitment (Zenger, [12]; Davidson, [2]).

According to Fraser [3], individuals with large social networks tend to have fewer psychotic flare-ups and hospitalizations than those with smaller social networks presumably because a larger social network is more likely to fulfill social needs (such as the needs for communication, company and receiving feedback and support from others). It may be that loneliness and social isolation increase stress which can lead to relapse (Fraser, [3]). Young [11] defined a social support system as those people directly associated with an individual. Those people can include relatives, neighbors, co-workers, and friends with whom the individual interacts. Earlier studies by researchers have used work motivation, social supports and work commitment independently and interactively to predict job satisfaction, intention to quit job, job tiredness and job productivity. Other researchers have linked work motivation to organizational commitment (Tella, Ayeni & Popoola, [10]), meanwhile Angle and Perry [1] wrote on organizational commitment. The main focus of this paper is to predict how Social support, work motivation and work commitment separately and interactively influence each other. This means that these work related attitudes may be interrelated.

James [5], states that staff are a key resource and account for a significant component of the budget of libraries. Library staff are the chief agents in

customer service and frequently act as the interface with the customer. Consequently, their motivation is crucial in determining the level of their commitment to work. Motivation and social support then, is critical in the establishment and further development of personnel commitment to library services. Library personnel may become more committed to their work because they feel high sense of social support which is motivator in its own right. No wonder, Knoop [6] argues that there is a possibility that “chunk” of one attitude may be related to chunks of other attitudes in many ways. This can be derived from contingency theories that predict that the individual involved and with the context within which the individual works (knoop, [6]). This study therefore seeks to answer basic questions: to what extent are social support, work motivation and work commitment related? One of the peculiarity of this study is that it was conducted in private university libraries in South-West, Nigeria unlike most studies that have been concentrated in the highly industrialized countries of the Western world.

Much research literature focuses on ways of developing and enhancing job commitment among employees, suggesting that management in organization view commitment as a desirable matter. However, the denial of workers due social support in Nigerian university libraries is held to be one of the major causes of low work commitment of library personnel. University library personnel lack greater control over their work schedule, greater opportunity for personal development and wider scope in exercise of initiatives. More so, they were not well remunerated, denied conducive working environment, irregular promotion and fringe benefits. The aim of this study is therefore to investigate the influence of social support and work motivation on work commitment of library personnel in private university libraries in South-West, Nigeria. This study therefore aims to examine the influence of social support and work motivation on work commitment of library personnel in private university libraries in South-West, Nigeria. The specific objectives are to:

- establish the level of work commitment among staff in university libraries in South-West, Nigeria,
- Interactive relationship between social support, work motivation and work commitment of library staff in university libraries in South-West, Nigeria, and
- find out the peculiar factors that hinder job commitment of library personnel in private universities in South-West, Nigeria.

## **1.2 Research Questions**

The study seeks to answer the following questions:

- What is the level of job commitment among staff in university libraries in South-West, Nigeria?
- What is the interactive relationship between organizational social support, job motivation and job commitment of library personnel in private universities in South-West, Nigeria?
- What are peculiar factors that hinder job commitment of library personnel in private universities in South-West, Nigeria?

### **1.3 Research Hypothesis**

Ho: Social support and work motivation will not significantly affect work commitment of library personnel in private universities in South-West, Nigeria.

## **2. Research Methods**

- a) The research design that was used for this study is the descriptive research design of the correlation type.
- b) Sampling Procedure: The sample for this study consist of ninety eight (98) Librarians and one hundred and sixteen (116) library officers from thirteen (13) private university libraries in South-West, Nigeria bringing the total number of respondents to two hundred and fourteen (214). Single stage sampling procedure was adopted.
- c) Data Collection and Analysis Techniques: Copies of the questionnaire were administered to the library personnel at their various libraries. Services of liaison officers were employed for adequate and effective administration and retrieval of photocopies of the questionnaire. Data analysis was done in SPSS output format. Simple descriptive statistical analysis of frequency counts and percentages was used to answer the research question. Regression analysis and correlation matrix table was used to test the research hypothesis formulated for the study.

## **3. Results and Discussion**

Two hundred and six (206) copies of the questionnaire were returned with useful responses out of two hundred and fourteen (214). This made a response rate of 96.3% and is considered adequate enough for analysis.

### **3.1 Research Question One:** What is the level of work commitment of library personnel in private universities in South-West, Nigeria?

A series of questionnaire items on job commitment elicited for level of work commitment of library personnel in private universities in South-West, Nigeria (see table 1). Table 1 shows that most of the respondents (82.0% who strongly agree) indicated that they can comfortably tell people that their job is the best with highest mean = 3.63 and std. deviation = .815. This is followed by the fact that respondents care about the future of their job as 72.3% strongly agree (mean = 3.59, std. deviation = .758). Similarly, 72.3% respondents who strongly agree indicated that most of their personal goals are related with their job (mean = 3.50 and std. deviation = .925). In addition, 61.2% respondents who strongly agree affirmed that they were quite committed to their work (mean = 3.16, std. deviation = 1.130). However, respondents indicated that they strongly disagree that they sometimes feel like punishing themselves for the mistakes they made about their work with the least mean = 1.25, and std. deviation = .694. Most of the respondents (62.1%) strongly disagree that they would go on working even if they do not need to earn money (mean = 1.69, std. deviation = .957).

Based on the observation from the table, test of norm was conducted and result shows that work commitment between 1 – 26 is low, 27 – 53 is moderate, while 54 – 80 is high. The overall mean score (mean = 30.38) of the respondents on

work commitment falls within the scale 27 – 53, therefore the respondents have moderate work commitment in their various libraries. This is in full support of Diefendorff, Brown, Kamin & Lord (2002) who submits that employees with high levels of job commitment tend to significantly benefit the organization, and are likely to be satisfied with their jobs as well as highly committed to their careers and their organizations.

**3.2 Research Question Two:** What is the interactive relationship between social support, work motivation and work commitment of library personnel in private universities in South-West, Nigeria?

The Pearson's Correlation was used to test the interactive relationship between social support, work motivation and work commitment of the library personnel. Table 2 shows that there is significant positive relationship ( $r = .111^*$ ;  $df = 205$ ;  $p < 0.05$ ) between social support and work commitment of library staff in private university libraries in South-West, Nigeria. This means that as the social support of the library staff increase, their work commitment also increase. This contradicts the submission that a large number of available social supports are not as important as the quality of the support since the size of the support network is not related to job commitment or enhanced work outcomes (Underwood, 2000 cited by Letvak, 2002). Similarly, there is significant positive ( $r = .032^*$ ;  $df = 205$ ;  $p < 0.05$ ) between work motivation and work commitment of the library staff. This means that as work motivation of the library staff increase, their work commitment also increase. This explains Jex & Britt (2008) who mentioned that it is important for Management in organizations to understand and to structure the work environment to encourage work commitment of their staff and discourage those that are unproductive given work motivation's role in influencing workplace behavior towards work commitment.

**3.3 Research Question Three:** What are peculiar factors that hinder work commitment of library personnel in private universities in South-West, Nigeria?

Table 3 shows a series of questionnaire items that elicited responses for factors that hinder work commitment of library the personnel in private universities. Therefore, most of the respondents (84.0%) who strongly agree indicated insensitivity to library staff welfare (mean = 3.72, std. deviation = .711). Mean = 3.62 and std. deviation = .840 indicated that 79.6% of the whole respondents strongly agree on inability to acquire "state of the art" working equipment. In the same way, mean = 3.48 and std. deviation = .724 indicated that 57.8% of the respondents strongly agree on poor funding. However, 61.2% of the respondent strongly disagree that poor working condition was a factors that hinder their work commitment. Therefore, the peculiar factors that hinder job commitment of staff in university libraries in South-West, Nigeria include: insensitivity to library staff welfare, inability to acquire "state of the art" working equipment, poor funding of the library, inadequate Information and Communication Technology (ICT) Tools and Compliance, lack of training and development opportunities, among others. This negates the findings of Ochogwu, (2007) who

submits that developing countries in general are inflicted with "information poverty" due largely to the failure of library and information professionals to provide access to these resources. Poor indexing, abstracting and bibliographic work are evident. Ochogwu, (2007) mentioned that part of the explanation for negative disposition of information user communities in the country toward library and information services relates to poor information literacy culture among the user communities in various respects which include: Lack of awareness of information needs, lack of awareness of information systems, lack of knowledge or skills to exploit the information systems, inability to evaluate accurately the information at hand, and poor knowledge of ICT infrastructure and utilization.

### **3.4 Testing the Research Hypothesis**

The research hypothesis for this study was tested at 0.05 level of significance.

**Ho:** Social support and work motivation will not significantly influence work commitment of library personnel in private universities in South-West, Nigeria. Table 4 that  $r = .837$  that was earlier obtained was quite significant ( $F [2, 203] = 238.198; p < 0.01$ ). Hence, the  $r$  is not due to chance. Therefore, social support and work motivation was found significant to work commitment of library staff in the selected private university libraries. The  $r$  square = .701 thus shows that social support and work motivation contribute about 70.1% to work commitment of the library personnel in the selected private university libraries.

### **4. Conclusion**

Based on the findings of this study, it could be concluded that: social support and job motivation will have relative contribution to job commitment of library personnel in private universities in South-West, Nigeria. Library personnel in private universities in South-West Nigeria demonstrated high sense of job commitment due to the fact that they cherished their job and in accordance to the moderate level of motivation they enjoyed in their respective libraries. However, the level of organizational social support enjoyed by the library personnel was relatively low. Yet, the library personnel contributed their quota toward realization of the library goals and objective which is ultimately meeting the information need of the library users.

### **5. Recommendations**

The following recommendations were made after paying a careful look at the findings of this study:

- Work environment: library authorities must try to create supportive, pleasant full working environment internally for library personnel, in order to satisfy the staff and thus make them to work with efficiency.
- Library personnel should be trained according to the present content of the academic library work environment. This is very important because of the present age of information explosion. Librarians should possess adequate skills of knowledge evaluation.

- The facilities to be provided to the library personnel in order to enhance their motivation and job commitment should be adequate to the modern day information profession standard.
- Regarding the salary and other allowances. University Management intensifies the salary scheme of library personnel. It should be supported to upgrade their standard of living. Further, the following non monetary awards also be increased in term of: Holiday/leave pay, Bonus, Pension benefits and Overtime/Extra work done pay
- Proper training and promotion also to be given to the library personnel in order for them to be satisfied and thus remain committed to their job.

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**TABLES****Table 1: Level of work commitment of library personnel in private universities Keys: Frequency (F), Percentage (%)**

S/ N	Items	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	I like to spend most of my time at work.	54	26.2	131	63.6	5	2.4	16	7.8	3.08	.770
2	Every morning I go to work enthusiastically	42	20.4	126	61.2	14	6.8	24	11.7	2.90	.856
3	I would go on working even if i did not need to earn money	52	25.2	6	2.9	10	4.9	138	67.0	1.86	1.303
4	I mostly feel uninterested in my job	7	3.4	51	24.8	20	9.7	128	62.1	1.69	.957
5	Many things in my life matter more than my job	24	11.7	25	12.1	143	69.4	14	6.8	2.29	.759
6	My job to me is no different from eating, drinking or breathing.	29	14.1	34	16.5	19	9.2	124	60.2	1.84	1.146
7	My job	60	29.	12	58.	8	3.9	17	8.3	3.09	.810

	and my personality completely fit/overlap		1	1	7						
8	I sometimes feel like punishing myself for the mistakes i make about my job	5	2.4	15	7.3	7	3.4	179	86.9	1.25	.694
9	I was more enthusiastic about my job in the old days.	31	15.0	27	13.1	19	9.2	129	62.6	1.81	1.152
10	Frequently enough, i would rather stay home than go to work	28	13.6	40	19.4	8	3.9	130	63.1	1.83	1.161
11	I would avoid undertaking extra duties and responsibilities related with my job	35	17.0	34	16.5	11	5.3	126	61.2	1.89	1.205
12	I am personally quite committed to my work	126	61.2	11	5.3	45	21.8	24	11.7	3.16	1.130
13	When there are things to do, i leave	125	60.7	20	9.7	14	6.8	47	22.8	3.08	1.260

	home earlier to go to work											
14	It is a significant reason for me to fulfil the requirements of my job.	127	61.7	14	6.8	22	10.7	43	20.9	3.09	1.248	
15	I can overwork to finish things even if i don't have the necessary time	126	61.2	13	6.3	25	12.1	42	20.4	3.08	1.245	
16	I can work for others as long as i serve the same duty	42	20.4	142	68.9	5	2.4	17	8.3	3.01	.749	
17	I care about the future of my job	149	72.3	37	18.0	13	6.3	7	3.4	3.59	.758	
18	I feel bad when things don't go well at work	124	60.2	22	10.7	8	3.9	52	25.2	3.06	1.287	
19	Most of my personal goals are related with my job	149	72.3	29	14.1	11	5.3	17	8.3	3.50	.925	
20	I can comfortably tell people that	169	82.0	1	.5	32	15.5	4	1.9	3.63	.815	

	my work is the best									
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**Table 2: Correlation Matrix Table showing the interactive relationship between social support, work motivation and work commitment of the library personnel**

S/N	Variables	Mean	Std. Deviation	N	1	2	3
1	Social Support	20.26	2.926	206	1		
2	Work Motivation	24.50	3.231	206	.307 .112	1	
3	Work Commitment	30.38	4.887	206	.111* .011	.032* .005	1

\*Significant P < 0.05

**Table 3: Factors that hinder work commitment of library personnel in private universities. Keys: Frequency (F), Percentage (%)**

S/N	Items	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	Poor Funding	119	57.8	73	35.4	7	3.4	7	3.4	3.48	.724
2	Inadequate Information and Communication Technology (ICT) Tools and Compliance	122	59.2	63	30.6	13	6.3	8	3.9	3.45	.781
3	Poor working condition	7	3.4	51	24.8	20	9.7	128	62.1	1.69	.957
4	Poor working environment	29	14.1	34	16.5	19	9.2	124	60.2	1.84	1.146
5	Lack of training	119	57.8	19	9.2	29	14.1	39	18.9	3.06	1.216

	and development opportunities											
6	Insensitivity to library staff welfare	173	84.0	14	6.8	13	6.3	6	2.9	3.72	.711	
7	Inability to acquire “state of the art” working equipment	164	79.6	16	7.8	15	7.3	11	5.3	3.62	.840	
8	Differences between individuals’ personal aspirations and organizational goals	11	5.3	159	77.2	21	10.2	15	7.3	2.81	.641	
9	Leadership philosophy of the librarian	142	68.9	19	9.2	19	9.2	26	12.6	3.34	1.083	
10	Poor state of library and information services	121	58.7	58	28.2	11	5.3	16	7.8	3.38	.901	

**Table 4: Influence of social support and work motivation on work commitment of library personnel**

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>		
.837 <sup>a</sup>	.701	.698	2.528		
<b>ANOVA</b>					
	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig. (P)</b>
Regression	3044.577	2	1522.288	238.198	.000 <sup>a</sup>
Residual	1297.345	203	6.391		
Total	4341.922	205			

\* Significant at  $p < 0.05$