

**JOB SATISFACTION AS CORRELATES OF CAREER COMMITMENT OF
LIBRARIANS IN SELECTED UNIVERSITIES IN EKITI AND ONDO STATE,
NIGERIA**

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ABSTRACT: *The study was designed to investigate the correlation between job satisfaction and career commitment of librarians in six selected university libraries in Ekiti and Ondo States, Nigeria. The study adopted a descriptive survey research method and utilized questionnaire to generate data for the study. Total enumeration technique was used to cover a study population of fifty four (54) librarians working in the six universities selected in Ekiti and Ondo state, Nigeria. Three research questions were presented for the study, and two hypotheses were tested at 0.05 level of significance. Data collected were analyzed using simple percentage, Pearson Product Moment Correlation and regression. The study revealed that there is a significant relationship between job satisfaction and career commitment of the librarians working in universities in Ekiti and Ondo State, Nigeria. Also, there was a significant difference between career commitment of librarians working in private universities and those working in public universities in Ekiti and Ondo State, Nigeria. The study recommended that the university administrators should make available all the necessary equipments to facilitate librarians' duties and improve their job performance and also provide conducive working environment for them. The university manage should organize training on the job to improve their performance and librarians should be well remunerated and recognised. All these will make them to be satisfied with their job and be highly committed to their career.*

KEYWORDS: Job satisfaction, Career Commitment, Librarians, Universities

INTRODUCTION

University Libraries are established 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. A university library is a service organization that collects, manages, preserves, and archives books and other forms of records and also efficiently provides this collection of information, which is the result of human thinking, observations, and research efforts, to faculty and students of the community it serves. To this end, university libraries assist all academic endeavours by offering support with organized instructions on library use, collaborating with other libraries for resource sharing, as well as pursuing a central role in a nationwide network of academic libraries.

In the process of supporting the university to carry out its set goals and objectives, librarians are employed to perform their professional duties of satisfying the information needs of staff and students. The librarian is a professional worker in a library. The librarian in a university organises, collects, and manages a large array of library resources necessary to meet students' and lecturers' needs. The career commitment of librarians has a bearing on the way they carry out their professional duties.

The level of commitment an individual demonstrates in his/her career 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, professionals and Para-professionals in various fields demonstrate some level of commitment to their careers (Adio and Popoola, 2010). Career commitment was first defined in management literature by Hall (1971) as the strength of one's motivation to remain in a chosen career role. In the findings of Darden, Hampton and Howell (1989), and in Carswell and Allen (2000) career commitment was defined as employee's psychological bond to his or her career which is distinct from organizational commitment. In other words, an employee may be committed to his or her organization only or committed to both career and organization or committed to neither. Career commitment is one's attitude towards one's vocation or identification with, and involvement, in one's occupation. Many studies hold that career commitment is similar or related to concepts such as occupational commitment, professional commitment, and career salient (Salami 2008; Lee *et.al* 2000; Mathiew and Zarjec, 1990; Allen and Meyer, 1996).

Career commitment is described as the attitude of individuals toward their careers. It has been recognized as a form of work commitment that individuals have on a career field. Career commitment, compared to organizational commitment, is more focused on the individuals and their career path. Whereas organizational commitment is associated with an employee's desire to stay with an organization or their feeling of strong bond with a particular profession (Allen & Meyer, 1996). According to Akintayo (2010), commitment is the binding of an individual to behavioural acts which include: identification, involvement and loyalty. He saw commitment as a partisan satisfaction of the individual. In his view, when an individual genuinely identifies himself with a group, leader and subordinates, he is in effect saying that the goals and values associated with that cause have become his own. Self-consciously, he directs his efforts towards those goals and gains that give intrinsic satisfaction through self-achievement.

There are a number of factors and/or variables that impact on career commitment of professionals in various fields of human endeavour. These factors include demographic variables such as age, gender, educational level, marital status, job tenure etc, job related variables such as job satisfaction, work motivation, participation in the decision-making process, job security, and provision of a proper working conditions and wages. Animashaun and Oludemi (2013) in their study on organisational and career commitment among prison officers in Southwest, Nigeria noted that job satisfaction, emotional intelligence, motivation and job stress are the real correlates of organisational and career commitment, especially among prison officers in Southwest, Nigeria.

While organization and corporate commitment of workers have been the topics of many studies in the fields of organisational behaviour and information management, this study investigated job satisfaction as correlates of career commitment of librarians in university libraries in Ekiti and Ondo States, Nigeria.

LITERATURE REVIEW

Job satisfaction and Career Commitment

Job satisfaction plays a very important role in any employee's success in a profession. The term job satisfaction was first defined by Hoppock (1936) as a combination of psychological, physical and environmental circumstances that cause a person to say "I am satisfied with my job". It is an important area to determine the view of the employee or workers towards their job. According to Aydogdu and Askgol (2011) Job satisfaction is an attitude of persons toward their job. It denotes the insight of potentials, prospects, aptitude (Testa, 2011). Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997).

In a study of librarians' commitment to their career, Adio and Popoola (2010) found that, job satisfaction has significant influence on career commitment of librarians. They suggested that, librarians in Nigerian universities should be trained in modern theory and practice of job satisfaction for them to be highly committed to their career because lacked of training in their chosen profession will lead to job dissatisfaction and non-commitment to their profession. They also recommended improved conditions of service through good remuneration and recognition.

This finding is in line with that of Ellemers, Gilder and Heuver (1998) who claimed that there is a significant positive relationship between career commitment and job satisfaction among public service Deutsche workers. The reason for this may be that as people are experienced on their jobs, they become more satisfied and are more committed to their career than a newly recruited staff member, who can move from one career to another. This result was confirmed by Jeremias (2005), who established that job satisfaction and career commitment are significantly related, and the more you stay in a career, the more you get satisfied with the job.

Olatunji (2004) is of the opinion that a good working environment, attractive salary package, participative management and regular promotion may influence workers to exhibit high career commitment in any organization. Demirel (1989) conducted a survey which included librarians working at 28 university libraries in Turkey. As a result, she stated that independence, use of talents, physical working conditions, relationship with colleagues, recognition by the work conducted, and acquiring respect and social security have influence upon the job satisfaction of librarians. Librarians express their dissatisfaction regarding promotion, wages, social status, social services and lack of obtaining authority and responsibility. Librarians are satisfied to some extent, by the library policies, relationship with the superiors and the job conducted.

Baker (2004) investigated job satisfaction and career commitment among Kenyan public servants and found that sex, age and education have a significant relationship with job satisfaction and career commitment. Nortcraft and Neale (1996) noted that apart from

demographic variables such as age, sex, marital status etc; organisational factors such as job design and the leadership style of one's supervisor affect career commitment. Aremu and Ahmed (1996) report that staff of old and new generations' banks in Lagos, Nigeria differ significantly in their job satisfaction and commitment. Okorie (1995) submits that the continued commitment of the employees in Nigerian business and service organisations is positively related to their job performance. It must be noted that when a career is rewarding, either in monetary terms or prestige (highly valued by the society), an employee in an organisation may be committed to it. Bozionelos (1996) supports this assertion by submitting that promotion (reward) is the only variable that accounts for a significant amount of variance in career satisfaction. In fact, low salary growth and irregular promotions could be said to be responsible for low career commitment and low productivity among Nigerian workers. The outcomes of low career commitment of an employee in an organization are absenteeism from work, high turnover and low quality performance (Popoola and Oluwole, 2007).

Study conducted by Iqbal (2010) the length of service is significantly related to the career commitment. According to Chang (1999) the people who have some sort of expectations regarding their employment and if those perceived expectations for his job were fulfilled by the authorities then he/she will have higher career commitment. A study carried out by Ronald (2006) on 446 police officers with ages ranging from 33 to 48 years old on their career commitment and job satisfaction in Norway revealed that constables in the early stage of their career are seriously committed to their work because they complain less and have good health. Organisational commitment and job satisfaction are also found to be correlated to career commitment. It is postulated that as with job involvement, employees who are more committed to their organisations, and who are more satisfied with their jobs, are also committed to their careers. There is also a considerable support for the contention that employee would be more committed to their careers if their current jobs were in line with career aspirations (Goulet and Singh 2002).

Popoola and Oyewumi (2006) emphasise that career commitment and job satisfaction influence workers productivity, hence the university administrators should strive to provide necessary conducive environment for record management personnel in the universities to be able to provide effective information service and to deliver value added enhancement service to the nation. Mathieu and Zajac (1990) suggested that job satisfaction might be able to increase the level of career commitment by increasing compensation, policies, work conditions, pay scale increase, better working environment of staff members in university of Nevada, USA. This is not surprising because the employee who is highly committed to his career is likely to have high job satisfaction. Likewise, an employee who exhibits low career commitment may be dissatisfied with his job (Popoola and Oyewumi, 2006)

Popoola and Oluwole (2007) emphasized that job satisfaction influence workers productivity and career commitment, hence the university administrators should strive to provide necessary conducive environment for record management personnel in the universities to be able to provide effective information service and to deliver value added enhancement service to the nation. Also, Sierpe (1999) conducted a study on the Librarians in Canada (Quebec) and reported that

librarians were mostly satisfied with their job and career but showed dissatisfaction in the area of salaries and promotion opportunities.

Objectives of the Study

The main objective of this study is to examine influence of job satisfaction on career commitments of librarians in universities in Ekiti and Ondo State, Nigeria. The specific objectives of this study are to:

- i. examine career commitment traits of Librarians in universities in Ekiti and Ondo State, Nigeria
- ii. investigate the levels of job satisfaction of librarians in universities in Ekiti and Ondo States, Nigeria
- iii. establish if there is difference in the degree of career commitment of librarians in private universities and those in public universities and

Research Questions

To achieve the identified objectives of the study, the following research questions were raised:

- i. what are the career commitment traits of librarians in university libraries in Nigeria?
- ii. what are the levels of job satisfaction of librarians in universities in Ekiti and Ondo States, Nigeria?
- iii. is there any difference in career commitment between librarians in public universities and those in private universities
- iv. is there any correlation between job satisfaction and career commitment of librarians in university libraries in Ekiti and Ondo State, Nigeria

Research Hypotheses

The following hypotheses would be tested at $p < 0.05$ level of significance:

H₀₁: There is no significant relationship between job satisfaction and career commitment of librarians in the university libraries in Ekiti and Ondo State, Nigeria;

H₀₂: There is no significant difference between career commitment of librarians in public universities and librarians in private universities in Ekiti and Ondo State, Nigeria.

METHODOLOGY

The descriptive survey is the research design adopted for this study. The population of the study comprises all the librarians in six universities in Ekiti and Ondo State, Nigeria. There are fifty four (54) Librarians in the six universities at the time of conducting the study. A breakdown of this population is shown in Table 1. Total enumeration technique was used to cover all the librarians working in the six selected universities in Ekiti and Ondo State, Nigeria. All the three universities in Ekiti State were selected for the study and three out of the six universities in Ondo State were purposely selected for the study. It is observed that majority of the respondents are Librarian II.

In this study, data were collected through a self designed questionnaire titled “job satisfaction as correlates of career commitment of Librarians in Ekiti and Ondo States, Nigeria. The questionnaire was divided into sections. Section “A”, deals with demographic information of the

librarians such as age, gender, marital status, academic qualification, year of professional experience etc, section “B”, is on job satisfaction while section C is on career commitment of Librarians. Data gathered in respect of the questionnaire were analyzed using descriptive statistics-frequency counts, percentages, mean and standard deviations. Pearson correlation test was used for hypotheses one while multiple regressions were used for hypothesis two.

All test regarding retention or rejection of the null-hypotheses (Ho) were conducted at 0.05 level of significance ($P < 0.05$) The 0.05 level of significance was chosen as studies have shown that it is fairly reliable at this level to accept or reject an hypothesis. Out of the fifty five (54) copies of questionnaire administered to the librarians, forty four (44) were returned which represent 81.5% response rate for the study.

STUDY POPULATION:TABLE 1:

S/N	NAME OF UNIVERSITY	STATUS OF THE UNIVERSITY	NUMBER OF LIBRARIANS	NUMBER OF QUESTIONNAIRE ADMINISTERED	NUMBER OF QUESTIONNAIRE RETURNED
1.	Ekiti State University, Ado-Ekiti, Ekiti State	State (Public)	17	17	14
2.	Federal University Oye-Ekiti, Ekiti State, Nigeria	Federal (Public)	04	04	03
3.	Afe Babalola University, Ado-Ekiti, Ekiti State, Nigeria	Private	09	09	07
4.	Adekunle Ajasin University, Akungba-Akoko, Ondo state, Nigeria	State (Public)	09	09	08
5.	Federal University of Technology, Akure, Ondo State, Nigeria	Federal (Public)	12	12	10
6.	Elizade university, IlaraMokin, Ondo State, Nigeria	Private	3	3	2

RESULTS AND DISCUSSION**Demographic Variables of Librarians in Ekiti and Ondo States, Nigeria?****Table 2: Distribution of the respondents by Demographic Variables**

Gender	Frequency	Percentage
Male	32	72.7
Female	12	27.3
Total	44	100.0
Age Range	Frequency	Percentage
26-30	7	1.9
31-35	14	31.8
36-40	10	22.7
41-45	5	11.4
46-50	1	2.3
51-55	2	4.5
56-60	2	4.5
61 and above	3	6.8
Total	44	100.0
Marital Status	Frequency	Percentage
Single	9	20.5
Marriage	35	79.5
Total	44	100.0
Academic Qualification	Frequency	Percentage
MLIS	34	77.3
MARM/MIS	7	15.9
Ph.D	3	6.8
Total	44	100.0
Years of Professional Experience	Frequency	Percentage
1-5 years	19	43.2
6-10 years	8	18.2
11-15 years	3	6.8
16-20 years	7	15.9
21-25 years	4	9.1
31-35 years	3	6.8
Total	44	100.0
Religion	Frequency	Percentage
Christianity	41	93.2
Islam	1	2.3
Traditional	2	4.5
Total	44	100.0

Salary	Frequency	Percentage
CONUASS 1	1	2.3
CONUASS 2	20	45.5
CONUASS 3	10	22.7
CONUASS 4	4	9.1
CONUASS 5	7	15.9
CONUASS 6	1	2.3
CONUASS 7	1	2.3
Total	44	100.0

Table 2 above shows that 44 Librarians were involved in this study, out of which 32(72.7%) are males and 12 (27.3%) are females. The age range of the respondents shows that the majority (31.8%) fall within the age range of 31-35 years, this is followed by 36-40 years (22.7%) followed by 26-30 years (15.9%), 41-45 years (11.4%), above 61 years (6.8%) Others are 51-55 years (4.5%), 56-60 years (4.5%) and 46-50 years (2.3%). It is equally revealed that of the 44 respondents, a large proportion 35(79.5%) were married while 9 (20.5%) were single; this implies that there are more married librarians than unmarried ones in Universities in Ekiti and Ondo States, Nigeria

The table further reveals that 34 (77.3%) of the respondents had Masters in Library and Information Studies (MLIS) 7 (15.9%) had Masters Degree in Archive and Record Management and 3 (6.8%) had Ph.D in Library related courses. As revealed by the table, a large proportion 19 (43.2%) of the respondents had worked for 1-5years, 8 (18.2%) had worked 6-10 years, 7 (15.9%) had worked 16-20 years, 4 (9.1%) had worked 21-25 years, 3 (6.8%) had worked 11--15years and 3 (6.8%) had worked 31-35 years. The distribution of the religion of the respondents revealed that 41 (93.2%) were Christians, 2 (4.5%) were in traditional religious group while 1(2.3%) was a Muslim. The distribution of the salary in CONUASS showed that 20 (45.5%) of the respondents were in CONUASS 2, 10 (22.7%) were in CONUASS 3, 7(15.9%) were in CONUASS 5, 4 (9.1%) were in CONUASS 4, 1 (2.3%) was on CONUASS 6, 1(2.3%) was on CONUASS 7 and 1 (2.3%) was also on CONUASS 1.

RQ1: What are the Career Commitment Traits of Librarians in Ekiti and Ondo States, Nigeria?

Table 3:

S/N	Statements	D	SD	A	SA	Mean	S.D.
1	Embracing best practices such as finding new ways of doing old things, acquisition of higher degree etc	2 6.9%	1 2.3%	40 90.9%	-	3.75	.81
2	Attendance of conferences	3 6.8%	1 2.3%	1 2.3%	39 88.6%	3.73	.82
3	Participation in in-housetraining/	2 4.5%	2 4.5%	2 4.5%	38 86.4%	3.73	.76

	workshop						
4	Payment of annual membership dues	3 6.8%	2 4.5%	5 11.4%	34 77.3%	3.59	.87
5	Regular attendance at professional meetings	11 24.10 %	3 6.8%	1 2.3%	29 65.9%	3.09	1.33
6	Others	-	-	17 37.7%	27 61.4%	2.89	1.45
GRAND MEAN = 3.46							

Responses on the Career Commitment Traits of Librarians in Ekiti and Ondo States, Nigeria are as shown below:

Embracing best practices such as finding new ways of doing old things, acquisition of higher degree etc, (mean=3.75) ranked highest by the mean score rating and was followed by Attendance of conferences, (mean=3.73); Participation in in-house training/ workshop, (mean=3.73); Payment of annual membership dues, (mean=3.59); Regular attendance at professional meetings, (mean=3.09) and Others, (mean=2.89).

RQ2: What are the levels of Job Satisfaction of Librarians in Universities in Ekiti and Ondo States, Nigeria?

Table 4: Levels of Job Satisfaction of Librarians

S/N	Statements	CD	D	U	S	CS	Mean	S.D.
1	The way co-workers relate with each other	-	-	1 2.3%	30 68.2%	13 29.5%	4.27	.50
2	My take home pay at then of the month	3 6.8%	6 13.6%	10 22.7%	21 47.7%	4 9.1%	4.18	.84
3	The way my services are appreciated by others	-	3 6.8%	1 2.3%	27 61.4%	13 29.5%	4.14	.77
4	The chance of using my abilities to function well on the job	-	2 4.5%	2 4.5%	30 68.2%	10 22.7%	4.09	.68
5	Feeling of achievement on my job	-	3 6.8%	-	31 70.5%	10 22.7%	4.09	.71
6	The way my job keep me busy all the time	-	4 6.9%	1 2.3%	29 65.9%	11 25.0%	4.07	.82
7	The leadership competence of my	-	-	6 13.6%	31 70.5%	7 15.9%	4.02	.55

	superior officer on the job							
8	Opportunities to be creative	-	2 4.5%	2 4.5%	33 75.0%	7 15.9%	4.02	.63
9	The attitude of my boss to subordinates	-	2 4.5%	7 15.9%	25 56.8%	10 22.7%	3.98	.76
10	The prospects for career profession on my job	-	3 6.8%	2 4.5%	32 72.7%	7 15.9%	3.98	.70
11	The freedom to take decisions in performing my duties	-	3 6.8%	3 6.8%	31 70.5%	7 15.9%	3.95	.71
12	Encouragement for doing good job	- %	4 9.1%	4 9.1%	31 .5%	5 11.4%	3.84	.75
13	The way my views on the job are valued	- -	4 8.10%	3 6.8%	33 75.0%	4 9.1%	3.82	.79
14	My services are rendered without intervention	1- 2.3%	9 20.5%	4 9.1%	26 59.1%	4 9.1%	3.52	1.00
15	The way my profession provides for steady employment	1 2.3%	8 18.2%	8 18.2%	22 50.0%	5 11.4%	3.50	1.00
16	The working environment	-	12 27.3%	4 9.1%	25 56.8%	3 6.8%	3.43	.97
17	The recognition of my profession by others	1 2.3%	10 22.7%	7 15.9%	22 50.0%	4 9.1%	3.41	1.02
18	Availability of equipment to facilitate my duties	1 2.3%	13 29.5%	5 11.4%	19 43.2%	6 13.6%	3.36	1.12
19	Training on the job for improved performance	1 2.3%	14 31.8%	5 11.4%	20 45.5%	4 9.1%	3.27	1.09
GRAND MEAN = 3.84								

Responses on the levels of Job Satisfaction of Librarians Universities in Ekiti and Ondo State, Nigeria are as shown below:

The way co-workers relate with each other, (mean=4.27); My take home pay at then of the month, (mean=4.18); The way my services are appreciated by others, (mean=4.14); The chance of using my abilities to function well on the job, (mean=4.09); Feeling of achievement on my job, (mean=4.09); The way my job keep me busy all the time, (mean=4.07); The leadership

competence of my superior officer on the job, (mean=4.02); Opportunities to be creative, (mean=4.02); The attitude of my boss to subordinates, (mean=3.98); The prospects for career profession on my job, (mean=3.98); The freedom to take decisions in performing my duties, (mean=3.95); Encouragement for doing good job , (mean=3.84); They way my views on the job are valued, (mean=3.82); My services are rendered without intervention, (mean=3.52); The way my profession provides for steady employment the working environment, (mean=3.50); The working environment, (mean=3.43); The recognition of my profession by others, (mean=3.41); Availability of equipment to facilitate my duties, (mean=3.36) and Training on the job for improved performance, (mean=3.27).

RQ3: is there any correlation between job satisfaction and career commitment of librarians in university libraries in Ekiti and Ondo State, Nigeria?

Table 5:

Variable	Mean	Std. Dev.	N	R	P	Remark
Career commitment of librarians	35.9773	5.5258	44	.348*	.021	Sig.
Job satisfaction	72.1591	10.3271				

* Sig. at .05 level

It is shown in the above table that there was a positive significant relationship between Career commitment of librarians and Job satisfaction ($r = .348^*$, $N = 44$, $P < .05$).

The results showed that Job Satisfaction influenced Career Commitment in the study.

RQ4: Is there any difference in the Career Commitment between Librarians in Public Universities and those in Private Universities in Ekiti and Ondo States, Nigeria?

Table 6

Career Commitment	N	Mean	Std. Dev.	Crit-t	Cal-t.	DF	P
Private Universities	8	41.7500	6.3189	1.96	3.723	42	.001
Public Universities	36	34.6944	4.4965				

The above table showed that there was significant difference in the Career Commitment between Librarians in Public Universities and those in Private Universities in Ekiti and Ondo States, Nigeria (Crit-t = 2.00, Cal.t = 3.723, df = 428, $p < .05$ level of significance).

Testing of Hypotheses:

Ho1: There is no significant relationship between Job Satisfactions and Career Commitment of Librarians in Universities in Ekiti and Ondo States, Nigeria

Table 7:

Variable	Mean	Std. Dev.	N	R	P	Remark
Career commitment of librarians	35.9773	5.5258	44	.348*	.021	Sig.
Job satisfaction	72.1591	10.3271				

* Sig. at .05 level

It is shown in the above table that there was a positive significant relationship between Career commitment of librarians and Job satisfaction ($r = .348^*$, $N = 44$, $P < .05$).

Null hypothesis is rejected

Ho2: There is no significant difference between Career Commitment of Librarians in Public and Private Universities in Ekiti and Ondo States, Nigeria

Table 8:

Career Commitment	N	Mean	Std. Dev.	Crit-t	Cal-t.	DF	P
Private Universities	8	41.7500	6.3189	1.96	3.723	42	.001
Public Universities	36	34.6944	4.4965				

The above table showed that there was significant difference in the Career Commitment between Librarians in Public Universities and those in Private Universities in Ekiti and Ondo States, Nigeria (Crit-t = 2.00, Cal.t = 3.723, df = 42, $p < .05$ level of significance).

There is no relative contribution of Job Satisfaction on Career Commitment of Librarians

Table 9: Relative contribution of Job Satisfaction on Career Commitment of Librarians

Model	Unstandardized Coefficient		Stand. Coefficient	T	Sig.
	B	Std. Error	Beta Contribution		
(Constant)	21.839	7.494		2.914	.006
Job Satisfaction	.213	.086	.398	2.472	.018

Table 9 reveals the relative contribution of the independent variable to the dependent variable, expressed as beta weights, viz:

Job Satisfaction ($\beta = .398$, $p < .05$) significant relationship existed.

DISCUSSION

This study showed that there is a significant relationship between job satisfaction and career commitment of librarians in universities in Ekiti and Ondo states, Nigeria ($r = .348^*$, $N = 44$, $P < .05$), Null hypotheses was rejected. The finding supports the research findings of Adio and Popoola (2010) who reported that job satisfaction has significant influence on career commitment of librarians in Federal universities in Nigeria. This finding is also consistent with Tella, Ayeni and Popoola (2007) that there is a correlation between job satisfaction and career commitment of library personnel in academic and research libraries in Oyo State, Nigeria.

This finding is also consistent with Matthieu and Zajac (1990), who suggested that job satisfaction might be able to increase the level of career commitment by increasing compensation, policies, work conditions, pay scale increase, better working environment of staff members in university of Nevada, United States of America. This is not surprising because the employee who is highly committed to his career is likely to have high job satisfaction. Likewise, an employee who exhibits low career commitment may be dissatisfied with his job (Popoola and Oyewumi, 2006). This study also shows that there is a direct relationship between career

commitment and job satisfaction of respondents. This finding is in line with the findings of Ellemers, Gilder and Heuver (1998), who claimed that there is a significant positive relationship between career commitment and job satisfaction among public service Deuche workers. The finding is also in line with Jeremias (2005), who established the fact that job satisfaction and career commitment are significantly related, and the more you stay in a career, the more you get satisfied with the job.

CONCLUSION AND RECOMMENDATIONS

The library is central to the provision of the right type of information resources that empowers the educational institutions to produce highly resourceful people to impact positively on national development. The present day administrators of our university system cannot down play the importance of job satisfaction and career commitment of librarians in the provision of effective information services for the delivery of value added educational services to the nation. Unless the librarians are highly committed to their career, and the university administrators enhance their job satisfaction, it will be difficult for them to obtain accurate, reliable, current, complete, efficient, and timely information needed for researches, planning and decision making.

It is therefore suggested that the university administrators should make available all the necessary equipments to facilitate librarians' duties and improve their job performance and also provide conducive working environment for them. The university management should organize training on the job to improve their performance and librarians should be well remunerated and recognised. All these will make them to be satisfied with their job and be highly committed to their career.

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