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INFLUENCE OF WORK MOTIVATION ON ORGANISATIONAL COMMITMENT AMONG ARCHIVISTS AND LIBRARIANS IN SELECTED NORTH CENTRAL UNIVERSITY LIBRARIES, NIGERIA

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Abstract:

Purpose: *This study was carried out to examine the influence of work motivation on organisational commitment among archivists and librarians in selected North Central University libraries, Nigeria.*

Design/Methodology/Approach: *This study employed descriptive survey research design. A simple random sampling technique was adopted in selecting sample size of 77 respondents. A structured questionnaire was used as instrument of data collection. 75 copies of the questionnaire was retrieved for data analysis. The study used frequency counts, mean score and percentage tables as statistical measure for data analysis.*

Findings: *The result of this study revealed that there was low level of work motivation among archivists and librarians in the zone studied. The result also revealed that financial rewards bring about positive attitude towards work. The result also revealed that there is relationship between work motivation and organisational commitment.*

Implication: It is very important to inculcate work motivation for organisational commitment to be achieved.

Originality/Value: *It was recommended that there should be a means of motivating the library staff outside normal salary to encourage the discharge of delegated function. Also, there should be a study allowance to facilitate training and retraining which improves their capabilities.*

Keyword: Archivists and librarians, work motivation, organisational commitment & University libraries

Paper type*: Empirical research*

Introduction

Archivists and Librarians play an important role in the information dissemination process. Their knowledge, commitment, preparation, and interaction with library users can influence student's learning experiences and academic outcomes. However, the ability to perform these responsibilities may be affected by their level of motivation. Motivation is very important psychological concept which helps individual to strive consistently to achieve a goal. It is an inner drive in an individual to excel in whatever he or she is doing (Ajadi, 2022). Similarly, Busari and Sambo (2017) affirmed that

training of library staff in any academic library contributes significantly to productivity because trained staff are motivated and better equipped to utilize their knowledge, skills and abilities. Motivation has a dual purpose of intrinsic and extrinsic values.

According to Egbe (2014), motivation is what directs or channel behavior and how the behavior is maintained and sustained. It is the additional incentive given to workers in order to perform their duties effectively and remain committed to their work. Similarly, Ajadi (2012 cited Denga, 2002) observed that an individual who is motivated is more likely to perform better towards his job than an individual who is not motivated. Ejiogu (2012) observed that promotion provides job advancement, which may lead to higher wages and consequently changes in an employee's status and prestige. Another factor is regular payment of salary which is the only incentive that enhance productivity in an Organisation. Others may include financial rewards, recognition, opportunities for professional development, good working conditions, supportive school leadership, job security, and participation in decision-making.

Statement of Problem

University libraries always have the largest manpower because of its users and their numerous information needs. However, inadequate motivation may contribute to low morale, absenteeism, reduced commitment, and less effective in the discharge of assigned responsibilities. These factors can potentially affect students' academic performance and the achievements of organisational goals and objective. Hence, this study examines the influence of work motivation on organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria.

Research Hypothesis

This study is guided by one null hypothesis as follows;

H0: There is no relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries.

Objectives of the Study

The main aim of this study is to examine the influence of work motivation organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria. This study specifically seek to;

1. Examine the level of motivation among archivists and Librarians in selected North Central University libraries in Nigeria.
2. Determine the level of organisational commitment of archivists and Librarians in selected North Central University libraries in Nigeria.
3. Examine the influence of financial rewards on organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria.
4. Examine the relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria.

Research Questions

1. What is the level of motivation among archivists and Librarians in selected North Central University libraries in Nigeria?
2. What is the level of organisational commitment of archivists and Librarians in selected North Central University libraries in Nigeria?
3. How do financial rewards influence organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria?
4. What is the relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria?

Literature Review

Conceptual Review

A librarian is an information specialist who helps patrons locate various kinds of information quickly and effectively within a library setting. They are responsible for the selection, organization, and circulation of library materials, including print media, books, magazines, periodicals, and digital and electronic media (Nadeau, 2023). In another dimension, Archivists and librarians are seen as individuals responsible for appraising, acquiring, arranging, describing, preserving, and providing access to records of enduring value, according to the principles of provenance, original order, and collective control to protect the materials' authenticity and context (Glossary of Archival and Records Terminologies, 2005).

An archivist is responsible for the preservation, organization, and management of historical records and documents. The primary objective of an archivist is to ensure the longevity and accessibility of records that are significant

for future generations. (Career explorer, 2023). Archivists are the stewards of history, tasked with preserving and organizing records, documents, and artifacts that are crucial to understanding the past. These professionals work behind the scenes to ensure that valuable information is accessible for future generations, maintaining society's collective memory and contributing to research, education, and cultural preservation (Lawrence University, 2024). Librarians are very important human resources that aid in the effective and efficient management of library services. Yet, their academic advancement and promotion heavily depend on their research productivity (Usman, et al. 2017). Both archivists and librarian are trained professional who manages and runs a library. They organize books, digital files, and other information, help people find facts or reading material, and take care of library collections.

Armstrong (2020) describes motivation as the factors that influence people to behave in certain ways and maintain effort toward achieving objectives. Similarly, Robbins and Judge (2022) define work motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal. Furthermore, Work motivation plays a crucial role in shaping an individual's behavior, performance, and overall success in the workplace (SupportRoom, 2023). It is the desire, energy, and enthusiasm that individuals bring to their work, influencing their level of commitment, productivity, and overall job satisfaction. According to Sachau (2024) Work motivation refers to the psychological processes that direct individuals' choices concerning the type, intensity, and persistence of their work-related behaviors. Work motivation refers to the internal or external factors that drive individuals to engage in and persist with their work-related tasks and goals. Similarly, Himani (2026) defined Work motivation as the internal drive, desire, and enthusiasm that individuals possess to engage in and excel at their work. Overall, Work motivation is the internal and external drive that makes a person want to do their job, put effort into tasks, and keep going to reach goals. It shapes how hard you try, what tasks you choose, and how long you stick with your work.

Work motivation is crucial for individual and organizational success. Since scholars have observed that when individuals are motivated, they are more likely to exhibit passion, dedication, and a proactive attitude toward their tasks and responsibilities. Work motivation is vital as it not only enhances individual

performance and productivity but also contributes to job satisfaction, career growth, and overall well-being. By understanding what motivates employees and creating an environment that fosters motivation, organisations can unleash the full potential of their workforce and create a positive and thriving workplace culture. Organisational commitment is perceived as loyalty, a psychological bond, identification with an organization, or something that drives one to give energy to and pursue activities for the good of one's organization (Allen, 2016). According to the Information Architect of Encyclopedia Britannica (2026) university library is a vital resource for higher education and research. These libraries are integral to universities, often serving as the academic heart of the institution. They house extensive collections, including books, journals, and increasingly, digital resources, to support the diverse academic pursuits of students and faculty. University libraries are specialized libraries located within higher education institutions that support the teaching, learning, and research needs of students, faculty, and staff.

University libraries are academic libraries attached to higher education institutions. They provide physical and digital resources—such as textbooks, scholarly journals, and research databases—to support student learning, teaching, and faculty research (Wikipedia, 2026). College and research libraries which are affiliated with institutions of higher education (e.g. colleges and universities); providing resources, services, expertise, tools, and infrastructure to engage, educate and empower library users; and supporting the teaching, learning and research mission of the institutions. Furthermore, University of Staffordshire (2026) define an academic library as a specialised library that is affiliated with an educational institution and serves the information and research needs of students, faculty, and staff at that institution.

Empirical Review

Tella et al. (2007) examined work motivation, job satisfaction and organisational commitment among library personnel in academic and research libraries in Oyo State, Nigeria. The study involved 200 library personnel and used a questionnaire measuring work motivation, job satisfaction and organisational commitment. The findings indicated that job satisfaction and organisational commitment were related to employees' perceptions of work motivation. In another study, Popoola and Fagbola (2023) investigated work motivation, job

satisfaction, work-family balance and job commitment among library personnel in universities in North-Central Nigeria. The researchers covered 926 library personnel across 19 universities. Their findings indicated that work motivation, job satisfaction and work-family balance significantly affected job commitment, both individually and jointly

Okurame et al. (2024) examined work motivation and organisational commitment among local government employees in Oyo State, Nigeria. Using data from 180 employees, the study found that work motivation and organisational commitment jointly and independently predicted work effectiveness. This suggests that both motivation and employees' attachment to their organisation can be important factors in workplace effectiveness. Similarly, a study of 1,023 library personnel in federal universities in Southern Nigeria. The study found that work-life balance, work-motivation, and self-esteem had significant effect on the organizational commitment of the respondents. Self-esteem has the most significant effect (34%) on organizational commitment. It is, therefore, recommended that library administrators and most especially policy makers in the education industry should give adequate attention to work-life balance, work motivation, and self-esteem

Jibrin et al. (2025) studied the relationship between motivation and organisational commitment among 210 employees of a Nigerian federal agency. The study used a cross-sectional survey and multiple regression to examine the relationship between the variables. Its focus provides further Nigerian evidence for examining motivation as a factor associated with organisational commitment. A 2025 recent study of private-sector employees in Nigeria also reported a significant relationship between intrinsic motivation and organisational commitment, with interpersonal facilitation playing a mediating role.Within the expectation that healthy organizational members' exchange enlivens employee outcomes, we explored the mediation effects of interpersonal facilitation (IF) in the relationship between organizational commitment (OC) and intrinsic motivation (IM) among 627 workers private sector employees in Nigeria (343 males at 54.7% and 284 females at 45.3%) with a mean age of 34.41 years. Findings implicate organizational climate for social exchanges as preponderant of commitment outcomes. Management of power distance is recommended to boost greater and facilitated member exchanges and positive employee outcomes.

Theoretical Review

The relationship between work motivation and organisational commitment can be discussed theoretically. Kalyanasundaram et al. (2025) applied Herzberg's Two-Factor Theory to employee motivation in the retail sector. They examined hygiene factors such as salary, job security and working conditions, and motivators such as recognition, career advancement and job enrichment. Herzberg's Two-Factor Theory proposes that employee motivation and job satisfaction are influenced by two distinct groups of factors motivators, such as achievement, recognition, responsibility and advancement, and hygiene factors, such as salary, supervision, job security and working conditions (He et al., 2024; Ser & Webber, 2026).

Maslow's Hierarchy of Needs Theory explains human motivation through five categories of needs: physiological needs, safety needs, love and belongingness, esteem, and self-actualization. The theory suggests that individuals are motivated by different needs, although recent empirical evidence questions the idea that these needs must always be satisfied in a strict sequential order (Rojas et al., 2023)

Meyer and Allen's Three-Component Model provide useful explanations for the relationship between motivation and commitment. The three-factor model breaks down organizational commitment into three commitment factors based on one's rationale for staying at the organization, including affective, normative, and continuance commitment (Meyer & Allen, 1991). Affective commitment refers to an employee's emotional attachment, identification with and involvement in an organisation. Employees with strong affective commitment remain because they want to remain. While Continuance commitment occurs when employees perceive that leaving the organisation would involve significant costs, such as loss of income, benefits, seniority or alternative employment opportunities. Employees remain because they perceive that they need to remain. And Normative commitment refers to an employee's sense of obligation to remain with an organisation. Such employees remain because they feel they ought to remain. All three types of commitment are alike in that they decrease the chance of an employee leaving, but they differ in the way in which they tie individuals to an organization.

Methodology

This study adopted a descriptive survey research design. The population comprised of 77 librarians from four selected

university libraries in North Central, Nigeria. This study adopted simple random sampling techniques to select academic librarians from four university libraries in the zone. A self-developed questionnaire titled Motivation and Organisational Commitment Questionnaire (MOCQ) was used to collect relevant data from the respondents. The researchers and four research assistants, who were the staff of the selected libraries studied help to administer and retrieved copies of the questionnaire from the respondents for a period of three weeks across four states comprising of Kwara, Kogi, Nasarawa and Niger state respectively. A total of 75 copies of the questionnaire were used for analysis. The data collected were analysed using descriptive statistics tools of frequency counts, mean and percentage tables.

Table 1: Population and Sample Size of the Study

Names of Institutions	Librarians Sampled (f)	Percentage (%)
Kwara State University	20	26.67
Kogi State University	15	20.00
Nasarawa State University	15	20.00
Federal University of Technology Minna	25	33.33
Total	**75**	**100**

Table 1 above revealed that 75 respondents were adopted from each university library studied in the North Central zone. Out of the 75 respondents who participated in the study, 20 respondents with 26.67% are from KwaraState University, 25 respondents with (33.33%) from Federal University of Technology, 15 respondents with (20 %) from Kogi State University and Nasarawa State University respectively.

Data Analysis and Results

Research questions 1: What is the level of motivation among archivists and Librarians in selected North Central University libraries in Nigeria?

Table 2: Response on level of motivation among archivists and Librarians in selected North Central University libraries, Nigeria.

Statement	VHL	HL	LL	VLL	Total
Frequency	15	15	25	20	75
Percentage (%)	20	20	33.3	26.7	100
Mean (x)	2.73				

Decision Rule: if mean range is 1.00 - 1.49 (strongly disagree), 1.50 - 2.49 (disagree), 2.50 - 3.49 (agree) and 3.50 - 4.00 (strongly agree)

Table 2 above revealed response on the level of motivation among archivists and Librarians in selected North Central University libraries in Nigeria. The table show 15 respondents with 20% select VHL (Very high level) of motivation, another 15 respondents with 20% select HL (High level) of motivation, 25 respondents with 33.3 % select 'LL (Low level) of motivation and 20 respondents with 26.7% picked VLL (Very low level) of motivation. A mean (X) of 2.73 was recorded. This indicates that the respondents agree that there is low level of motivation among archivists and Librarians in selected North Central University libraries.

Research question 2: What is the level of Organisational commitment of Archivist and Librarians

Table 3: Response on the level of Organisational commitment of Archivist and Librarians in selected university libraries studied

S/N	Response	SA	A	D	SD	Mean
1	Motivation is Important	20	25	18	12	2.71
2.	Motivation enhance job performance	30	25	10	10	3.10
3.	Motivation bring job satisfaction	25	25	15	10	2.87
4.	Motivation improve commitment	20	30	15	10	2.80
5.	Lack of motivation brings less productivity	20	28	12	15	2.71

Decision Rule: if mean range is 1.00 - 1.49 (strongly disagree), 1.50 - 2.49 (disagree), 2.50 - 3.49 (agree) and 3.50 - 4.00 (strongly agree)

Table 3 above present response on the level of Organisational commitment of Archivist and Librarians in selected North Central University libraries, Nigeria. The following mean (X) scores were recorded respectively; motivation is important 2.71, motivation enhance job performance 3.10, motivation brings job satisfaction 2.87, mmotivation improve commitment 2.80 and lack of motivation brings less

productivity 2.71. This indicates that the respondents agree that motivation enhance job performance which leads to satisfaction and commitment.

Research question 3: How do financial reward influence organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria.

Table 4: Response on how financial rewards influence organization commitment among the zone studied.

S/N	Item	SA	A	D	SD	Mean
1	Regular salary improve job performance	25	20	15	15	2.73
2.	monetary compensation have positive impact on job performance	30	25	10	10	3.10
3.	study allowance can bring satisfaction	25	28	12	10	2.91
4.	Good leadership improves attitude to work	23	22	18	12	2.74
5.	Delay salary makes workers relent performance	30	20	10	15	2.87

Decision Rule: if mean range is 1.00 - 1.49 (strongly disagree), 1.50 - 2.49 (disagree), 2.50 - 3.49 (agree) and 3.50 - 4.00 (strongly agree)

Table 4 show response on how financial reward influence organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria. The following mean (X) scores were recorded respectively; good leadership 2.74, regular salary 2.73, monetary compensation have positive impact on job performance 3.10, study allowance can bring satisfaction 2.91 and delayed salary makes relent performance 2.87. This indicates that the respondents agree that financial reward influence organisational commitment of Archivist and Librarians in the zone studied.

Research question 4: What is the relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria.

Table 5: Response on the relationship between work motivation and organization commitment among the zone studied.

S/N	Response	SA	A	D	SD	Mean
1	Leadership style determines commitment	20	25	18	12	2.71
2.	Recognition of impact brings dedication	30	25	10	10	3.10

3.	Job security improves commitment	25	25	15	10	2.87
4.	Regular salary brings satisfaction	20	30	15	10	2.80
5.	Lack of motivation brings less productivity	20	28	12	15	2.71

Decision Rule: if mean range is 1.00 - 1.49 (strongly disagree), 1.50 - 2.49 (disagree), 2.50 - 3.49 (agree) and 3.50 - 4.00 (strongly agree)

Table 5 above revealed response on the relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria. The following mean (X) were recorded from the table respectively; leadership style determines commitment at 2.71, recognition of service impact 3.10, job security brings commitment 2.87, regular salary improves commitment 2.80, lack of motivation brings less productivity 2.71. This indicates that the respondents agree that there is relationship between work motivation and organisational commitment of Archivist and Librarians in selected North Central University libraries in Nigeria. When the library staff are motivated by recognition of service impact the mean (×) is 3.10, the staff devote more commitment to work.

Discussion

This research work is design on the Influence of Work Motivation on Organisational Commitment of Archivists and Librarians in selected North Central University libraries in Nigeria. The findings revealed that there is low level of motivation among archivists and Librarians in selected North Central University libraries in Nigeria.

Furthermore, this study found that motivation enhance job performance of the respondents which leds to job satisfaction and commitment. This notion agrees with the findings of Okurame, et al (2024), Popola & Fabola (2023) that both motivation and employees' attachment to their organisation can be important factors in workplace effectiveness. However, when the respondents were not motivated, there is less productivity in the organization.

More so, this study found that the respondents agree that financial rewards influence organisational commitment of Archivist and Librarians in the zone studied. Additional monetary benefits especially study allowance improves dedication to work. This is in line with Usman et al., 2017 submission "Librarians are very important human resources that

aid in the effective and efficient management of library services. Yet, their academic advancement and promotion heavily depend on their research productivity".

Finally, the results shows that when there is recognition of service impacts and job security among others, the staff contribute more effort to the development of the organization. This is in line with the findings by Tella, et al. (2007) and Herzberg two factors theories which is job satisfaction and organisational commitment were related to employees' perceptions of work motivation.

Conclusion

Motivation is a key factor in determining employee performance and organizational success, this denotes that a motivated librarian strives to encourage the library user. Library staff are more committed, productive, and willing to contribute to the achievement of organisational goals. Therefore, it is very important to inculcate work motivation for organisational commitment to be achieved. However, the library may suffer neglect if this idea is not check and transformed.

Recommendations

Base on the findings and conclusion of this study the following recommendations are proposed to enhance job satisfaction and commitment to the library community.

1. There should be a means of motivation in the library outside normal salary package. This would encourage the staff to discharge their delegated functions diligently.
2. Government should review salary package of Library staff for prompt payment and release of other fringe benefits for proper performance.
3. There is need to constantly check the library staff that are due for promotion in order to reduce stagnation of staff benefits.
4. There should be monetary assistance for training and retaining of Librarians in selected North Central University libraries in Nigeria to improve their capabilities.

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