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 correlational 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 the 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, Nigeria

Introduction

Research in job related attitudes and behaviours such as social support in work place, work motivation and work commitment have gained much attention because of their importance in building a good image of an organisation. Managers and management researchers have submitted that organisational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment to work (Nwibere, 2014). 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: 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 & Deci (2000), 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. In other words, rewards motivate people to get rewards. Another type of motivation is intrinsic motivation. Intrinsic motivation involves the performance of an activity for the inherent satisfaction of the activity. Intrinsic motivation 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 & Deci, 2000; Tella, Ayeni & Popoola, 2007).

The management of people at work is an integral part of the management process especially in university libraries. 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, 2007). According to Greer, Grover & Fowler (2007), work commitment increases when employees work together with purpose and respect. Enthusiasm for a job is vital for job commitment. Discovering new things, finding solutions to problems or providing assistance to others provides a sense of purpose in a job. 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, 2008). 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 social support that better enhance the library staff work commitment (Zenger, 2010; Davidson, 2014).

According to Fraser (2003), 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, 2003). Young (2011) 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 organisational commitment (Tella, Ayeni & Popoola, 2007), meanwhile Angle & Perry (1983) wrote on organisational 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 (2011) submitted that staff are a key resource and account for a significant component of the budget of libraries. Library personnel are the chief agents in customer service and frequently act as the interface with the customer. There are three main categories of staff in university libraries, viz: non-professionals otherwise called supporting staff (e.g.

cleaners, portals, messengers, secretaries etc.). This category of staff members does not possess any librarianship qualification at all. On the other hand, paraprofessional which designates library positions with entrance-level requirements of National Diploma (ND) or Nigerian Certificate in Education (NCE) in librarianship. The paraprofessionals often perform the function of library officers.

In 1970, the American Library Association (ALA) adopted a policy statement that categorized and described the responsibilities of library personnel at the professional and support levels. This document reinforced the concept of the library paraprofessional (James, 2011). James (2011) defined paraprofessional library staff as personnel classified as library assistants, associates, technicians, and technical assistants. Examples of paraprofessional position titles include: interlibrary loan assistant, catalog assistant, periodicals supervisor, reference assistant, etc. The third category of library personnel is professional librarians which comprise of library officers with First Degree (B.LIS) in librarianship and academic librarians with a minimum of masters' degree in librarianship (MLIS) as recognized by the Librarian Registration Council of Nigeria (LRCN). This paper therefore focused on library officers with a minimum qualification of ND or NCE and academic librarians with a minimum qualification of MLIS. Consequently, the library personnel 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 be committed to their work because they feel high sense of social support which is motivator in its own right. No wonder, Knoop (1995) argued 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 individual involved and with the context within which the individual works (Knoop, 1995). This study therefore seeks to answer basic questions: to what extent are social support, work motivation and work commitment elated? 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 industrialised countries of the Western world.

Statement of Problem

Much research literature focuses on ways of developing and enhancing job commitment among employees, suggesting that management in private organisations view commitment as a desirable matter. However, various authors in library management have submitted that 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. More so, it appears that library personnel in private university libraries were not well remunerated coupled with denied conducive working environment, irregular promotion and fringe benefits unlike their colleagues in public university libraries. Based on observation, there appears that most private university library personnel lack greater control over their work schedule, greater opportunity for personal development and wider scope in exercise of initiatives. This could be because the management of most private organisations including private university libraries often monitor the work activities of their employees with ultimate demand of work commitment. In spite of

these submissions and assumptions, there appears that a gap still exist as little or no empirical studies have been conducted on work commitment of library personnel in private university libraries. Most authors focused more on organisational commitment. Therefore, the aim of this study is to investigate the influence of social support and work motivation on work commitment of library personnel in private university libraries in South-West, Nigeria.

Research Questions

The study seeks to answer the following questions:

i. What is the level of social support in private university libraries in South-West, Nigeria?

ii. What is the level of work motivation for library personnel in private universities in South-West, Nigeria?

iii. What is the level of job commitment among staff in university libraries in South-West, Nigeria?

iv. What are peculiar factors that hinder job commitment of library personnel in private universities in South-West, Nigeria?

Research Hypothesis

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

Literature Review

The review of literature that are relevant to this study was done based on the following sub-headings:

Social Support of Library Personnel

Social support is an exchange of resources between at least two individuals perceived by the provider or the recipient to be intended to enhance the wellbeing of the recipient. There are several ways in which this definition differs from others. First, there is the concept of 'exchange', the 'perceptions' of at least two participants, and a broad outcome measure. Further, because the outcome is tied to the perceived intentions of either participant, the actual effects of support may be positive, negative, or neutral. Finally, one should not limit support to network members nor to a stress paradigm in an organisation. Social support can be interpreted from distinct yet interlocking theories (Letvak, 2002). Some of these theories include coping theory, social comparison theory, social learning theory, and social competence theory (Letvak, 2002). Social support is considered a multidimensional construct.

The concept of social support is operationalised in many different ways: on the basis of who is providing the support; quantity and quality of support; availability of support; and satisfaction with support. Most researchers concur that social support refers to social interactions that are perceived by the recipient to facilitate coping and assist in responding to stress. Cunningham and Barbee (2000) defined a social support network as the set of people from whom an individual can reasonably expect to receive help in a time of need. Viewing social support from a rural health perspective, Bushy (2000) characterized social support as a three-tier system. The first tier consists of support volunteered by families and friends. Local

emergency services and community and religious organisations provide the second tier of support. The third tier consists of formal services which usually require a fee for service. Historically, rural residents have preferred first and second tier supports, versus formal supports. This reluctance to accept formal service may be due to stigmatization, as well as the difficulties in maintaining confidentiality in rural communities.

Oluwafemi (2010) submitted further that "an exception was the case of a Nigerian man (name withheld) who was mentally sound when he came to South Africa and was doing well. But a sudden change in his livelihood made him exclude himself from his friends and the entire Nigerian community in Braamfontein, and he kept things to himself as if everything was okay with him. Within months, he started sleeping out and within a period of time his appearance and the way his speech coherence showed that he had become mentally ill. There was nothing anyone could do to help him because they believed he isolated himself from the Nigerian community when he was doing well and wealthy.

Work Motivation of Library Personnel

Work motivation "is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration." Understanding what motivates an organisation's employees is central to the study of I–O psychology (Pinder, 2007). Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. To further this, an *incentive* is the anticipated reward or aversive event available in the environment. It is important for organisations to understand and to structure the work environment to encourage productive behaviors and discourage those that are unproductive given work motivation's role in influencing workplace behavior and performance (Jex & Britt, 2008).

There is general consensus that motivation involves three psychological processes: arousal, direction, and intensity. Arousal is what initiates action. It is fueled by a person's need or desire for something that is missing from their lives at a given moment, either totally or partially. Direction refers to the path employees take in accomplishing the goals they set for themselves. Finally, intensity is the vigor and amount of energy employees put into this goal-directed work performance. The level of intensity is based on the importance and difficulty of the goal. These psychological processes result in four outcomes. First, motivation serves to direct attention, focusing on particular issues, people, tasks, etc. It also serves to stimulate an employee to put forth effort. Next, motivation results in persistence, preventing one from deviating from the goal-seeking behavior. Finally, motivation results in task strategies, which as defined by Mitchell & Daniels, are "patterns of behavior produced to reach a particular goal" (Inceoglu, Segers & Bartram, 2012).

Tella et al. (2007) submitted that one theory suggests that the following conditions are necessary for employee motivation.

- Employees must believe effective performance (or certain specified behavior) will lead to certain rewards. For example, attaining certain results will lead to a bonus or approval from others.

- Employees must feel that the rewards offered are attractive. Some employees may desire promotions because they seek power, but others may want a fringe benefit, such as a

pension, because they are older and want retirement security.

- Employees must believe a certain level of individual effort will lead to achieving the corporation's standards of performance.

Work Commitment of Personnel in University Libraries

The success of an organisation and the pursuit of quality depend not only on how the organisation makes the most of human competences but also on how it stimulates commitment to it (Beukhof, Dejong & Nijhof, 1998). Commitment has been related to valuable outcomes for both employees and employers. Several authors have found that age is positively related to an employee's level of commitment (Mathieu & Zajac, 1990). Angle & Perry (1983) suggested that younger employees are less committed than older employees largely due to the fact that as age increases, the individual person's opportunities for alternate employment decrease. As the freedom for employment of the individual decreases, there is an increase in the perceived attractiveness of the current employer, which leads to increased psychological attachment.

Similarly, Ajayi (1981) & Akanbi (1986) found a significantly positive relationship between age and work commitment. It was also the assertion of Hrebiniak & Aluto (1972) that as increased age implies the accumulation of valued resources in the employing system and a lessened attractiveness to other organisations which subsequently could lead to a decrease in the respondents desire to change organisation. Ajayi (1981) points out that younger employee have not invested a great deal in their career organisation as old employees whose career is more fully developed. An elderly librarian who has been able to adjust to the job in the profession considering the obstacles encountered may not quit. This among others may be due to his age, responsibilities and accumulated incentives envisaged for length of service. However, a young or newly recruited librarian may not be enthusiastic about the job especially when faced with hardship and difficulties from the librarian profession which does not meet his aspiration.

Theoretical Framework

This study is anchored on three basic theories vis: organizational support theory (Levinson, 1965), Maslow's hierarchy of needs, McClelland's learned needs theory, Alderfer's ERG theory and Herzberg's motivation-hygiene theory (Beardwell & Claydon, 2007), and Morrow's (1983) theory of work commitment.

Organizational Support Theory

Levinson (1965) in organizational support theory noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees. On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

Theories of Motivation

Content Theories of Motivation are based on the needs of individuals. These theories try to explain why the needs of individuals keep changing overtime and therefore focus on the specific factors that motivate them. In general, these theories explain motivation as the product of internal drives that encourage an individual to move towards the satisfaction of individual needs. Major content theories of motivation are Maslow's hierarchy of needs, McClelland's learned needs theory, Alderfer's ERG theory and Herzberg's motivation-hygiene theory from which the firstly mentioned will be closer discussed (Beardwell & Claydon, 2007).

According to Petri (1996) the vast array of motivation theories are based, in essence, on differing approaches to the origins or sources of motivation, e.g. energy, heredity, learning, social interaction, cognitive processes, activation of motivation, homeostasis, hedonism or growth motivation. Depending on the particular approach adopted, motivation theories are generally classified into three categories, namely needs-based, cognitive, and drive and reinforcement theories (Baron, Henley, McGibbon & McCarthy, 2002). Maslow's hierarchy of Needs is a theory of personality that identifies five basic need categories:

- *Physiological needs* are basic human needs that are vital for survival. Examples of these needs are food, water, air and comfort. The organization provides a financial reward by paying a salary and this way helps to satisfy employees' physiological needs.
- *Safety needs* reflect a desire for security and stability. Examples of these needs include desire for steady employment, health insurance and safe neighborhoods.
- *Social needs* are the desire for affiliation. They reflect the person's desire for love, affection and belonging. These needs can be fulfilled by the organization trough sport teams, parties and celebrations. The managers can help to satisfy employees' social needs by showing direct care and concern for employees.
- *Esteem needs* include the need for things that reflect on personal worth, self-respect and social recognition. Individuals need to attain a good reputation in a group or strive to increase their status in the eyes of others are driven by these needs. The organization can help to satisfy employees' esteem needs by showing workers that their work is appreciated and recognized.
- *Self-actualization needs* are the individuals desire for self-fulfillment and the realization of doing what he or she has the potential of doing. Assigning tasks that challenge employees' minds and encouraging their aptitude and training are examples on how the organization can help fulfill self-actualization needs. (Beardwell & Claydon, 2007).

The basic needs are arranged in a hierarchy where the most basic need emerges fist and the most sophisticated need last. In other words, the higher-order needs including belonging, esteem, and self-actualization are not seen important until the lower-order needs which are safety and physiological are satisfied. Managers should find out what motivates the employees at each of the levels and develop a reward strategy accordingly (Tosi, Rizzo & Carroll, 1994; Beardwell & Claydon, 2007).

Maslow's hierarchy of Needs has been criticized because there is little evidence that support its strict hierarchy and the fact that people satisfy only one motivating need at a time.

The theory also fails to prove any clear relationship between needs and behavior, and is therefore unable to predict when a specific need will be manifested (Beardwell & Claydon, 2007).
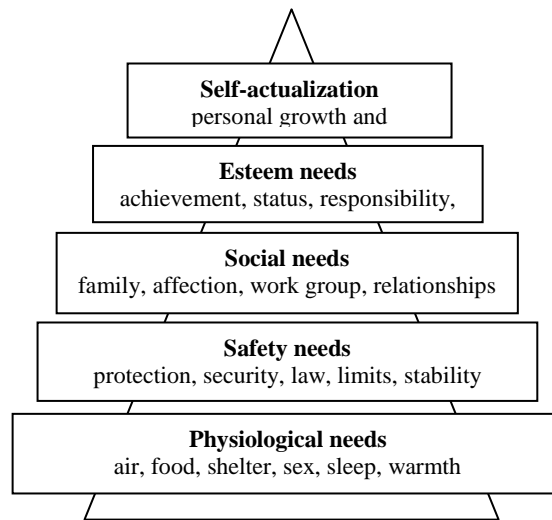

Figure 1: Maslow's hierarchy of needs (Beardwell & Claydon, 2007).

Morrow's Theory of Work Commitment

The interest of researchers in organisational behavior has resulted in major efforts aimed at structuring and developing the theory by empirically testing the core propositions of work committed by Morrow in 1983. Since Morrow's (1983) first attempt to use a facet analysis of work commitment, there has not been any effort to structure the theory and mapping its universe. Although Morrow's (1983) work is valuable, it has not gone through a rigorous facet analysis to suggest a mapping sentence, an essential ingredient of the facet theory. Morrow (1983) argued that the increasing interest in work commitment has resulted in a concept redundancy. No wonder Morrow (1983, 1993) suggested directing research efforts toward establishing the empirical validity of work commitment constructs such as Protestant Work Ethic (work ethic endorsement), career commitment, organisational commitment (continuance and affective), and job involvement. These forms are somewhat an alteration of the five forms (Protestant Work Ethic, career salience, job involvement, organisational commitment, and union commitment).

In this study, three basic facets of the domain could be distinguished: attitude modality (identification, liking of, effort invested, involvement in, importance of), object (work, career, organization, job), and referent (employee and colleagues). However, for the purpose of linking the social support, motivation and work commitment, the aspects of attitude modality (identification, liking of, effort invested, involvement in, importance of) and referent (employee and colleagues) were emphasized. This therefore serves as the foundation for more meaningful future empirical studies in library work commitment.

Conceptual Frame Wok

This study investigated the influence of social support and work motivation on work commitment of library personnel in selected private university libraries in South-West,

Nigeria. The conceptual model for the study is a self-constructed model made by the researcher. The study is conceived in the following way:
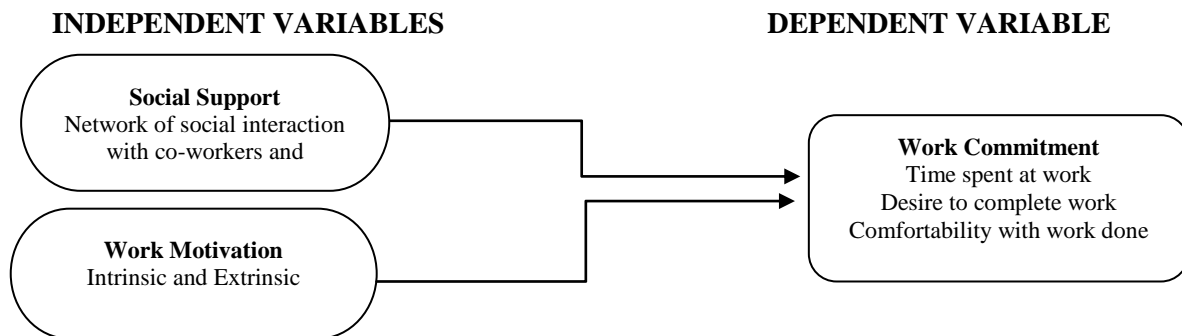
INDEPENDENT VARIABLES   **DEPENDENT VARIABLE**

Social Support
Network of social interaction
with co-workers and

Work Motivation
Intrinsic and Extrinsic

Work Commitment
Time spent at work
Desire to complete work
Comfortability with work done

Figure 2: Self Constructed Conceptual Model

The independent variable "Social Support" in term of social network of friendly relationship among co-workers and even the management, and work motivation in term of extrinsic and intrinsic motivation is likely to influence work commitment of library personnel in the private university libraries under study.

Appraisal of the Literature Review

Literature review established that the type of social support provided by organisations like university libraries enhance the wellbeing of the library personnel. This is evident in Bushy's (2000) Orientation to nursing in the rural community, Letvak (2002) Importance of social support for rural mental health, and Oluwafemi's (2010) Social support as a panacea for mental illness: a study of Nigerian immigrants in Braamfontein, Johannesburg. Authors have submitted that work motivation helps to structure library work environment to encourage productive behaviors and discourage those that are unproductive (Tella et al. 2007; Jex & Britt, 2008; Inceoglu, Segers & Bartram, 2012).

In addition, several authors have established significant positive relationship between age and employee's level of commitment (Ajayi, 1981; Angle & Perry, 1983; Akanbi, 1986; Mathieu & Zajac, 1990). Work commitment has received attention as work-related attitude and subsequent predictor of work-related outcomes such as intentions to leave an organisation (Freund, 2005), employee commitment in changing orgarnisations (Beukhof, DeJong & Nijhof, 1998), lower role conflict and role ambiguity (Clinebell & Shadwick, 2005), and enhancing employees' commitment to organisation through training (Owoyemi & Oyelere, 2011). However, there is still a gap in knowledge as literature review could not established the influence of social support on work commitment of library personnel in Nigerian private university libraries.

Methodology

(a) The research design that was used for this study is the descriptive research design of the correlational type.

(b) The population for this study consists of the library personnel (i.e. professional and

para-professional librarians) of private university libraries in South-West, Nigeria. The private university libraries include: Lead City University, Ibadan; Redeemer's University; Ajayi Crowther University, Oyo; Covenant University, Otta; Babcock University, Ilisha-Remo; Afe Babalola University, Ado Ekiti; Bells University, Otta; Bowen University, Iwo; Adeleke University Library, Ede, Osun State; Fountain University, Osogbo; Achievers University, Owo; Elizade University, Ondo State; and Oduduwa University, Ipetumodu, Osun State, Nigeria libraries. According to the data obtained from the administrative secretaries of the responding libraries, personal contacts and email correspondences, there are ninety eight (98) professional librarians and one hundred and sixteen (116) library officers, bringing the total number of respondents to two hundred and fourteen (214).

(c) Sampling Procedure: For the purpose of this study, total enumeration single stage sampling procedure was adopted. This technique is considered suitable when the: (i) population is relatively small (ii) the resources (both human and material) are adequate (iii) sole objective is to make a complete count of the population and (iv) time available for the research is ample. This gave everybody in the sampling frame an equal opportunity of being included in the sample for study. Thus, the researcher chose thirteen (13) private university libraries in South-West, Nigeria and considered the entire librarians and library officers useful for the study. The total number of the library personnel was 214. That is, 98 librarians and 116 library officers from private university libraries under study in South-West, Nigeria.

(d) Research instrument: Structured questionnaire was used for this study. The questionnaire is structured into five (5) sections with each section treating the various variables in the study. The sections and their components are presented as follows:

Section A: centers on the demographic information of the respondents. Items in this section include: Age, Gender, Marital Status, Highest Educational Qualification, Job Description of respondents, Working Experience etc.

Section B: treated social support of library personnel. The instrument adapted for this section was developed by Sherbourne and Stewar (1991) in the study "The MOS Social Support Survey". Items in the instrument include: "Someone to give you information to help you understand a situation", "someone to turn to for suggestions about how to deal with a personnel problem". The items were scored based on a 4-pointsLikert Scale: Absolutely True = 4, True = 3, Rarely True = 2, and Not True = 1.

Section C: dealt with work motivation of library personnel. The instrument adapted for this section was developed by Robinson (2004) in a study titled: "The Implication of Adequate Motivation on Workers' Productivity in an Organisation". The instrument contains items like; "I am always praised for any good work I do in my library", "I am happy with the salary structure" etc. The items were based on a 4-point Likert Scale of: Absolutely True 4, True = 3, Rarely True = 2, and Not True = 1.

Section D: focuses on work commitment of library personnel. The adapted instrument for this section was developed by Uygur and Kilic (2009) in a study "A study into organizational commitment and job involvement: an application towards the personnel in the central organization for ministry of health in Turkey". It is a 23-items scale with the following statement pattern: "I like to spend most of my time at work", "Most of my personal goals are related with my job" etc. With a 4-point Likert Scale of Strongly Agree = 4, Agree = 3,

Disagree = 2 and Strongly Disagree = 1.

Section E: is a self-developed instrument meant to elicit information from the library personnel on factors that hinder work commitment of library personnel in private university libraries. Examples of the items in this section are: "poor working condition", "poor working environment" etc. it will be measured on a 4-point Likert Scale scoring of: Strongly Agree = 4, Agree = 3, Disagree = 2 and Strongly Disagree = 1.

(e) Validity and Reliability of Instrument: In order to ascertain the content validity of the research instrument, the questionnaire was scrutinized and corrected by experts in the field of Personnel Psychology and Library Management in the University of Ibadan. However, the Cronbach Alpha method was used to determine the reliability coefficient of the instrument pre tested on fifteen (15) library personnel at Kenneth Dike Library, University of Ibadan. The results shows that r = 0.861 for section B "social support of library personnel", r = 0.721 for section C "work motivation of library personnel", r = 0.788 for section D "work commitment of library personnel", and r = 0.762 for section E "factors that hinder work commitment of library personnel in private university libraries". On the overall, the results of the trial test yielded Cronbach Alpha Coefficient (r) = 0.769. Therefore, the instrument is considered to be adequate enough for the study.

(f) 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. 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. Data analysis was done in SPSS output format. Simple descriptive statistical analysis of frequency counts, percentages, mean and standard deviation was used to answer the research question. However, the Analysis of Variance (ANOVA) was used to test the research hypothesis formulated for the study.

Results and Discussion
Level of social support in the private university libraries

Table 1
Social support in the private university libraries
Keys: Absolutely True = 4, True = 3, Rarely True = 2 and Not True = 1, Frequency (F), Percentage (%)

S/N	Items	AT		T		RT		NT		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	My library management and colleagues would forgive an honest mistake on my part	54	26.2	141	68.4	5	2.4	6	2.9	3.18	.610
2	If given the opportunity, my library management and colleagues would take advantage of me.	10	4.9	170	82.5	6	2.9	20	9.7	2.83	.662
3.	My library management and colleagues is willing to help me if I need a special favour	9	4.4	184	89.3	10	4.9	3	1.5	2.12	.474

S/N	Items	AT		T		RT		NT		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
4	My library management and colleagues show very little concern for me	6	2.9	23	11.2	147	71.4	30	14.6	2.02	.612
5	My library management and colleagues strongly considers my goals and values	12	5.8	12	5.8	133	64.6	49	23.8	1.94	.726
6	My library management and colleagues really cares about my well-being	6	2.9	10	4.9	130	63.1	60	29.1	1.82	.651
7	My library management and colleagues cares about my opinions	8	3.9	6	2.9	131	63.6	61	29.6	1.81	.669
8	Help is available from my library when I have a problem	8	3.9	29	14.1	40	19.4	129	62.6	1.59	.872
9	The size of the support network I enjoy in my library is related to job commitment	9	4.4	35	17.0	9	4.4	153	74.3	1.51	.925
10	The social support I enjoy in my library enhance my wellbeing	2	1.0	6	2.9	72	35.0	126	61.2	1.44	.604

Table 1 shows that mean = 3.18 and std. deviation = .610 indicated that most of the respondents affirmed that their library management and colleagues would forgive an honest mistake on their part. Hence, mean = 2.83 and std. deviation = .662 shows that respondents indicated that if given the opportunity, their library management and colleagues would take advantage of them. Similarly, respondents indicated that their library management and colleagues is willing to help them if they need a special favour (mean = 2.12 and std. deviation = .474). However, respondents indicated that the social support they enjoy in their library enhance their wellbeing with mean = 1.44 and std. deviation = .604. Similarly, most of the respondents opposed that the size of the support network they enjoy in their library is related to job commitment (mean = 1.51 and std. deviation = .925). Based on the observation from the table, the types of social support in the selected private university libraries include: forgiveness on honest mistakes on the part of staff and benefits of special favour from the libraries. It could thus be inferred that the social support in the selected private university libraries was averagely enjoyed.

The test of norm shows that social support between 1 – 13 is low, 14 – 26 is moderate, while 27 – 40 is high. The overall mean score (mean = 20.26) of the respondents on social support falls within the scale 14 – 26, one can therefore conclude that the respondents have moderate social support in their various libraries.

Level of work motivation for library personnel in the private universities

Table 2

Work motivation for library personnel in private universities

Keys: Absolutely True= 4, True= 3, Rarely True= 2 and Not True= 1, Frequency (F), Percentage (%)

S/N	Strategies for motivation	AT		T		RT		NT		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	I am paid accommodation allowance every month	119	57.8	66	32.0	13	6.3	8	3.9	3.44	.780
2	I receive transport allowances every month	138	67.0	6	2.9	52	25.2	10	4.9	3.32	1.009
3	I work in good physical working conditions in my library	22	10.7	171	83.0	5	2.4	8	3.9	3.00	.536
4	I get my salary on time	6	2.9	139	67.5	37	18.0	24	11.7	2.62	.728
5	I get leave whenever I have a serious problem	6	2.9	141	68.4	21	10.2	38	18.4	2.56	.823
6	My Head librarian attends to my social and professional problems	50	24.3	19	9.2	132	64.1	5	2.4	2.55	.886
7	Projects held in my library are useful towards uplifting my welfare	28	13.6	7	3.4	137	66.5	34	16.5	2.14	.852
8	My library's administration recognises the good work I do	12	5.8	9	4.4	179	86.9	6	2.9	2.13	.539
9	I am happy with the salary structure	6	2.9	29	14.1	135	65.5	36	17.5	2.02	.658
10	My Head librarian organises appropriate gifts for the good work I do	43	20.9	19	9.2	14	6.8	130	63.1	1.88	1.245
11	I get a pay increment every year	44	21.4	6	2.9	19	9.2	137	66.5	1.79	1.230
12	Extra responsibilities I hold in library, are appreciated	10	4.9	62	30.1	6	2.9	128	62.1	1.78	1.035
13	The library provides me with medical treatment	13	6.3	50	24.3	13	6.3	130	63.1	1.74	1.031
14	I am paid for extra time worked	21	10.2	6	2.9	44	21.4	135	65.5	1.58	.958
15	The salary I receive tallies with my qualifications	6	2.9	9	4.4	52	25.2	139	67.5	1.43	.714
16	I am always praised for any good work I do in my library	4	1.9	29	14.1	4	1.9	169	82.0	1.36	.795

Results in table 2 shows that most of the respondents indicated that they were paid accommodation allowance every month (mean = 3.44, std. deviation = .780). Similarly, respondents indicated that they receive transport allowances every month (mean = 3.32, std. deviation = 1.009). In the same way, respondents indicated that they work in good physical

working conditions in their library (mean = 3.00, std. deviation = .536). However, respondents opposed that they were always praised for any good work they do in their library (mean = 1.36, std. deviation = .795). Also, respondents indicated that it was not true that they were paid for extra time worked (mean = 1.58, std. deviation = .958). Therefore, strategies adopted for motivating staff in the selected private university libraries include: monthly payment of accommodation and transportation allowances, good physical conditions of work environment for staff, timely payment of staff salary and staff were granted leave as at when due.

The test of norm shows that job motivation between 1 – 21 is low, 22 – 43 is moderate, while 44 – 64 is high. The overall mean score (mean = 24.50) of the respondents on job motivation falls within the scale 22 – 43, one can therefore conclude that the respondents enjoyed moderate work motivation in their various libraries.

Level of work commitment of library personnel in the private universities

Table 3
Work commitment of library personnel in the private universities
Keys: Frequency (F), Percentage (%)

S/N	Items on work commitment	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	I can comfortably tell people that my work is the best	169	82.0	1	.5	32	15.5	4	1.9	3.63	.815
2	I care about the future of my job	149	72.3	37	18.0	13	6.3	7	3.4	3.59	.758
3	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
4	I am personally quite committed to my work	126	61.2	11	5.3	45	21.8	24	11.7	3.16	1.130
5	My job and my personality completely fit/overlap	60	29.1	121	58.7	8	3.9	17	8.3	3.09	.810
6	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
7	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
8	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
9	When there are things to do, i leave home earlier to go to work	125	60.7	20	9.7	14	6.8	47	22.8	3.08	1.260
10	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
11	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

S/N	Items on work commitment	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
12	Every morning I go to work enthusiastically	42	20.4	126	61.2	14	6.8	24	11.7	2.90	.856
13	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
14	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
15	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
16	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
17	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
18	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
19	I mostly feel uninterested in my job	7	3.4	51	24.8	20	9.7	128	62.1	1.69	.957
20	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

Table 3 shows the response rate on level of work commitment of personnel in private university libraries in South-West, Nigeria (see table 3). It 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, the result of test of norm 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.

Factors that hinder work commitment of the library personnel

Table 4
Factors that hinder library work commitment
Keys: Frequency (F), Percentage (%)

S/N	Items	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean	Std. Deviation
		F	%	F	%	F	%	F	%		
1	Insensitivity to library staff welfare	173	84.0	14	6.8	13	6.3	6	2.9	3.72	.711
2	Inability to acquire "state of the art" working equipment	164	79.6	16	7.8	15	7.3	11	5.3	3.62	.840
3	Poor Funding	119	57.8	73	35.4	7	3.4	7	3.4	3.48	.724
4	Inadequate Information and Communication Technology (ICT) Tools and Compliance	122	59.2	63	30.6	13	6.3	8	3.9	3.45	.781
5	Poor state of library and information services	121	58.7	58	28.2	11	5.3	16	7.8	3.38	.901
6	Leadership philosophy of the librarian	142	68.9	19	9.2	19	9.2	26	12.6	3.34	1.083
7	Lack of training and development opportunities	119	57.8	19	9.2	29	14.1	39	18.9	3.06	1.216
8	Differences between individuals' personal aspirations and organisational goals	11	5.3	159	77.2	21	10.2	15	7.3	2.81	.641
9	Poor working environment	29	14.1	34	16.5	19	9.2	124	60.2	1.84	1.146
10	Poor working condition	7	3.4	51	24.8	20	9.7	128	62.1	1.69	.957

Table 4 shows the response rate on 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.

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 5

Regression analysis showing influence of social support and work motivation on work commitment of library personnel

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

* Significant at p < 0.05

Table 5 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 personnel in the selected private university libraries. The *r* square = .701 thus shows that social support and work motivation contribute about 70.1% to wok commitment of the library personnel in the selected private university libraries. This means that social support and work motivation have significant influence on commitment of the library personnel.

Discussion of Findings

The findings of this study revealed that forgiveness on honest mistakes on the part of staff and benefits of special favour from the libraries were the main social supports enjoyed by the library personnel. This is in sharp contrast to Young (2011) who indicated that the nature of an interaction relies on the type of relationship that encompasses the interaction. Expectations and feelings of the individual have an influence over subsequent behaviors and interactions toward and with others (1998). According to Young (2011), here is a list of categories and questions that assists in comprehending how interactions impact social support systems: content (participating in activities together), diversity (types of activities), intimacy (sharing life events), and commitment (dedicated to each other and job in the organisation).

The findings further revealed that strategies adopted for motivating library personnel in the selected private university libraries include: monthly payment of accommodation and transportation allowances, good physical conditions of work environment for staff, timely payment of staff salary and staff were granted leave as at when due. This supports Tella et al. (2007) who indicated some of the methods used for work motivation may be the provision of financial incentive, cordial working environment, challenging work and responsibility, personal accomplishment, recognition for such accomplishment and an opportunity for growth and advancement. The findings of this study is in line support of Luthan, Suzane & Peterson (2006) who looked at the impact of non-monetary rewards (incentives on the business unit outcome and commitment of employees amongst support staff of Virginia Polytechnics Institute and they found out that there was a positive relationship between non-monetary incentives and employee commitment. When employees were provided non-monetary rewards like housing, flex time, telecommunicating, vacation, learning and development opportunities, recognition of achievements, tasks for or other assignments and

sincere praise their work commitment increased and the reverse was true. No wonder, Armstrong (2009) adds that creating a fun, challenging and empowered work environment in which individuals are able to use their abilities to do meaningful jobs for which they are shown appreciation is likely to be a more certain way to enhance motivation, commitment and performance. In addition, Maicibi (2007) identified three main types of non-monetary rewards that is, the need for power, need for affiliation and need for achievement.

The findings of this study revealed that respondents like to spend most of their time at work. This shows that they demonstrated high level of work commitment. This could mean that respondents were interested with their work in accordance with the motivation they enjoyed in their respective 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 organisation, and are likely to be satisfied with their jobs as well as highly committed to their careers and their organisations.

Finally, peculiar factors that hinder job commitment of library personnel 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.

Conclusion and Research Implications

This study investigated the influence of social support and work motivation on work commitment of library personnel in selected private university libraries in South-West, Nigeria. Finding of the study has established a significance influence of social support and work motivation work commitment of the library personnel. The study has brought to fore a moderate level of social support and work motivation which otherwise results in a moderate work commitment. However, Maslow's hierarchy of need theory had emphasized that every worker will like to demonstrate work commitment if their needs are adequately met. Based on the findings of this study, there is need for the management of private university libraries to improve the personnel social support and work motivation strategies as this has implication on work commitment of the library personnel. The study established that the respondents enjoyed a moderate level of social support and work motivation. Hence, if the library personnel had enjoyed a high sense of wellbeing coupled with very high level of motivation, they would have demonstrated a high level of work committed in return.

Limitations of the Study

This study on social support is still a virgin area in library and information behavioural management. The researchers resorted to the use of quantitative approach only since there was not enough time to combine observation with the research instrument used in order to validate the respondents' opinions. In addition, the study was carried out in private university libraries where many often believed that management do compel the personnel to work commitment. Therefore, future researchers can strengthen these findings or otherwise using the same setting or different so as to deepen the literature on social support and work commitment which still remains virgin.

Recommendations

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

1) 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.

2) 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.

3) The facilities to be provided to the library personnel in order to enhance their motivation and work commitment should be adequate to the modern day information profession standard.

4) 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 monitory awards also be increased in term of: Holiday/leave pay, Bonus, Pension benefits and Overtime/Extra work done pay

5) 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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APPENDIX
SOCIAL SUPPORT, WORK MOTIVATION AND WORK COMMITMENT QUESTIONNAIRE (SSWMWCQ)

Dear respondent,

The purpose of this questionnaire is to find out the social support and work motivation as factors influencing work commitment of library personnel in private university libraries in South-West, Nigeria. Whatever information given here will be treated in strict confidence and will be used for research purpose only.

      Thank you for your cooperation.

SECTION A: DEMOGRAPHIC INFORMATION

      Please tick (√) against the appropriate answer. What is your:

1. Age: (   )
2. Gender: Male ( )   Female ( )
3. Marital Status: Single ( ) Married ( ) Widowed ( ) Separated ( ) Divorced ( )
4. Highest Educational Qualification: Primary Leaving ( ) SSCE ( ) NCE/OND ( ) Bachelors' Degree/HND ( ) Master's Degree ( ) Ph.D ( ) Others (Please Specify) …………………………………………………..
5. Job Designation in the Library: Portal ( ) Cleaner ( ) Library Assistant ( ) Library Officer ( ) Librarian ( ) Others: …………………………………….
6. Year of Working Experience: (   )

SECTION B: SOCIAL SUPPORT IN LIBRARIES
Absolutely True = 4, True = 3, Rarely True = 2 and Not True = 1

S/N	ITEMS	AT	T	RT	NT
1	The social support I enjoy in my library enhance my wellbeing				
2	My library management and colleagues cares about my opinions				
3.	My library management and colleagues really cares about my well-being				
4	My library management and colleagues strongly considers my goals and values				
5	Help is available from my library when I have a problem				
6	My library management and colleagues would forgive an honest mistake on my part				
7	If given the opportunity, my library management and colleagues would take advantage of me.				
8	My library management and colleagues show very little concern for me				
9	My library management and colleagues is willing to help me if I need a special favour				
10	The size of the support network I enjoy in my library is related to job commitment				

SECTION C: WORK MOTIVATION FOR LIBRARY PERSONNEL
Absolutely True = 4, True = 3, Rarely True = 2 and Not True = 1

S/N	ITEMS	AT	T	RT	NT
1	I am always praised for any good work I do in my library				
2	I work in good physical working conditions in my library				
3	My library's administration recognises the good work I do				
4	My Head librarian organises appropriate gifts for the good work I do				
5	Extra responsibilities I hold in library, are appreciated				
6	My Head librarian attends to my social and professional problems				
7	The library provides me with medical treatment				
8	I get leave whenever I have a serious problem				
9	I get my salary on time				
10	The salary I receive tallies with my qualifications				
11	I am happy with the salary structure				
12	I get a pay increment every year				
13	Projects held in my library are useful towards uplifting my welfare				
14	I am paid for extra time worked				
15	I receive transport allowances every month				
16	I am paid accommodation allowance every month				

SECTION D: WORK COMMITMENT OF LIBRARY PERSONNEL
4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree

S/N	ITEMS	4	3	2	1
1	I like to spend most of my time at work.				
2	Every morning i go to work enthusiastically				
3	I would go on working even if i did not need to earn money				
4	I mostly feel uninterested in my job				
5	Many things in my life matter more than my job				
6	My job to me is no different from eating, drinking or breathing.				
7	My job and my personality completely fit/overlap				
8	I sometimes feel like punishing myself for the mistakes i make about my job				
9	I was more enthusiastic about my job in the old days.				
10	Frequently enough, i would rather stay home than go to work				
11	I would avoid undertaking extra duties and responsibilities related with my job				
12	I am personally quite committed to my job				
13	When there are things to do, i leave home earlier to go to work				
14	It is a significant reason for me to fufill the requirements of my job.				
15	I can overwork to finish things even if i don't have the necessary time				
16	i can work for others as long as i serve the same duty				
17	I care about the future of my job				
18	I feel bad when things don't go well at work				
19	Most of my personal goals are related with my job				
20	I can comfortably tell people that my job is the best				

SECTION E: FACTORS THAT HINDER LIBRARY WORK COMMITMENT
4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree

S/N	ITEMS	4	3	2	1
1	Poor Funding				
2	Lack of Information and Communication Technology (ICT) Tools and Compliance				
3	Poor working condition				
4	Poor working environment				
5	Lack of training and development opportunities				
6	Insensitivity to library staff welfare				
7	Inability to acquire "state of the art" working equipment				
8	Differences between individuals' personal aspirations and organizational goals				
9	Leadership philosophy of the librarian				
10	Poor state of library and information services				

4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree