

SUBJECTIVE CAREER SUCCESS AND LIBRARIANS' COMMITMENT TO UNIVERSITIES IN SOUTHWEST NIGERIA

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Abstract

Librarians' commitment is considered very important to the achievement of the goals of university libraries. However, research showed a decline in the commitment of librarians to their organizations. The low commitment of the librarians may be due to various psychological factors, one of which is subjective career success which extant studies have not given adequate attention to as it relates to universities in Southwest, Nigeria. This study examined the influence of subjective career success on librarians' commitment to universities in southwest, Nigeria. The study adopted a descriptive survey research design. The population comprised 477 librarians in universities, in southwest Nigeria. A sample size of 217 was determined using the Taro Yamane formula and the proportionate stratified sampling technique was used to select the respondents. A validated, structured questionnaire was used for data collection. Descriptive and inferential statistics were used to analyse the data. Findings from the descriptive statistics showed that the level of subjective career success among librarians in universities in the southwest, Nigeria was high with an overall average mean score of ($\bar{x}=3.19$). Also, the study indicated that subjective career success has a significant influence on librarians' commitment to universities in the southwest, Nigeria ($R^2= 0.565$, $\beta= 0.752$, $t = 16.072$, $p<0.05$). The model shows that subjective career success could explain 56.5% variation ($R^2= 0.565$) in librarians' commitment to universities in the southwest, Nigeria. The study concludes that subjective career success is critical to librarians' commitment to universities in the southwest, Nigeria.

Keywords: *Subjective Career Success, Librarians' Commitment, Southwest, Nigeria*

Introduction

The terminology called success could be said to be descriptive of progress and it is also used to evaluate positive outcomes of things, events or people. One of the psychological factors that could influence organizational commitment is career success. Ibrahim and Amari (2018) described career success as the degree of accomplishments that employees attach to their jobs and the psychological outcomes of work experiences. It could be further described as the result of personal experiences and the accumulation of real or perceived accomplishments. This may suggest

that career success is hinged on employees' work experiences. Organizations that pay attention to the career success of their staff may have an increase in their commitment level because a successful career implies the achievement of the specific desired goals of an individual in his or her career. Career success is divided into two dimensions; objective career success and subjective career success.

Objective career success is the career accomplishments of employees that are objectively observable by others or by third parties. Objective career success is conceptualized in literature in terms of directly

observable characteristics and verifiable attainments across various occupations or professions, such as salary, hierarchical position, number of promotions, level of income, and occupational status or job title. It is the psychological success that comes from the employee's feeling of pride and personal accomplishment of various goals in life such as achievement, inner peace, and family happiness. (Smidt, Kammermeyer, Roux, Theisen & Weber, 2018; Mehdipour & Arshadi, 2019).

The second dimension of career success is subjective career success which refers to the individual's self-evaluation of his or her success based on personal judgment. It could also be explained as an employee's career understanding, evaluation, and reactions to his or her actual, anticipated, and unfolding career experiences and attainments. It is an employee's evaluations of, and affective reactions to, their careers according to subjective criteria such as functional stage, career aspirations, and opinion of others, as well as references to personal standards for life satisfaction in general (Dai & Song, 2016). Abele and Spurk (2009a) identified dimensions of subjective career success as; self-referent (satisfaction), and other-referent (social comparison/standard). In self-referent subjective career success, employees compare or equate their career to personal standards and ambitions. In other-referent subjective career success, employees compare their career relative to a social standard, for instance, a reference group, a reference person, or a social norm (Abele, Spurk & Volmer, 2011). However, Dyke and Duxbury (2011) identified four dimensions of subjective career success; satisfaction or fulfilling work, financial rewards, recognition, and authority. This study will be using the dimensions categorized by Dyke and Duxbury (2011) because it helps capture subjective career success better.

Professionals that do not have positive subjective career success might have a reduced commitment to their workplace (Smidt, Kammermeyer, Roux, Theisen & Weber, 2018; Mehdipour & Arshadi, 2019). Oyovwevotu (2017) reported a decline in the organizational commitment of professionals such as librarians and this could be linked to a poor understanding (either by the employer or employee) of the interplay between workplace democracy and subjective career success. Therefore, librarians must be efficient in service delivery by demonstrating a high level of commitment because libraries are the epicentre of knowledge in universities.

Organizational commitment is a multi-dimensional construct that could be described as the extent to which an employee develops an attachment and sense of allegiance to her organization. Organizational commitment is made up of three components, namely; affective, continuance, and normative commitment. Affective commitment reflects employees' identification with and involvement with their workplace and its goals. Continuance commitment refers to employees' need to stay in the organization due to a lack of alternatives. Normative commitment reflects employees' feeling of obligation to remain in their organization due to the consequences of leaving (Allen and Meyer, 1997).

In the last decade, for example, Simo, Enache, Leyes, and Alarcón (2010) analyzed the relationship between subjective career success, organizational commitment and the intention to leave among 434 workers of Technical University in Spain. The study revealed that individuals with high subjective success are more inclined to establish affective bonds with their colleagues and show greater involvement and identification with the organization. It was also revealed that employees with high subjective satisfaction with their professional career, are less committed to the organization

in the continuance component, given its negative relation. That is, the greater the subjective satisfaction with a professional career, the lower the continuance commitment. Meanwhile, those that perceive subjective dissatisfaction with the progress made in their professional career could be undergoing greater personal frustration and, therefore, lower perception of opportunities or alternatives outside their present organization (Simo, Enache, Leyes & Alarcón, 2010).

Also, a study on demographic variables, self-efficacy, and career satisfaction as factors influencing career commitment of librarians in federal university libraries in Nigeria by Adio and Popoola (2010) found that individual perceived capability has a significant influence on the career commitment of librarians. The descriptive research design of the ex-post-facto was adopted for the study and 381 librarians were the study group. The study recommends that the government and the library management should implore strategies that could help enhance and sustain employee satisfaction as it will in turn likely have a positive effect on organizational commitment. The study carried out by Khalid and Khalid (2015), revealed that employees are more satisfied with their careers when provided with learning and organizational opportunities and in turn their commitment level to the organization increases. In addition, Pahi, Akour and Ahmed (2021) reported a significant correlation between employee commitment and career success of employees. This implies that, the higher the subjective career satisfaction, the lower the level of continuance commitment.

Statement of the Problem

University libraries may not successfully achieve their mandate of supporting teaching,

learning and research without the committed efforts of librarians. However, studies have indicated a decline in librarians' commitment as evidenced by poor service delivery and negative work attitude (Aina, Adeyeye & Ige, 2012; Ademodi & Akintomide, 2015; Oyovwevotu, 2017). Various factors have been linked to librarians' commitment among and one of these, s subjective career success (Weber & Unterrainer, 2009; Al-Hussami & Hammad, 2018). Subjective career success has been shown to affect organizational commitment (Simo, Enache, Leyes, & Alarcón, 2010). Thus, professionals who have negative subjective career success might likely not be committed to their workplace and vice versa. Despite the importance of organizational commitment, there remains a paucity of literature on it and its relationship with subjective career success in Nigeria and more importantly among librarians in universities in the southwest, Nigeria. It is on this premise that this study seeks to find out the influence of subjective career success on librarians' commitment in universities in the southwest, Nigeria.

Research Question

1. What is the level of subjective career success among librarians in universities in the southwest, Nigeria?
2. What is the level of librarians' commitment in universities in the southwest, Nigeria?

Research Hypothesis

The null hypothesis will be tested at a $p < 0.05$ level of significance:

H₀₁: Subjective career success has no significant influence on librarians' commitment to universities in the southwest, Nigeria.

Conceptual Model

INDEPENDENT VARIABLE

Subjective Career Success

Recognition

Authority

Financial rewards

Fulfilling work or
Satisfaction

Ho1

DEPENDENT VARIABLE

Librarians' Commitment

Affective

Continuance

Normative

Figure 1: Conceptual Model of Subjective Career Success and Librarians' Commitment

Methodology

A survey research design was adopted for the study and the population consists of 477 librarians in Southwest, Nigeria. A proportionate stratified sampling technique was used to select 217 librarians who are the respondents in this study. A researcher's developed instrument was used to gather data and this was subjected to analysis using descriptive and inferential statistics.

Results and Findings

Analysis of Research Question

Research Question One: What is the level of subjective career success among librarians in universities in the southwest, Nigeria?

Table 1.1 Level of Subjective Career Success among Librarians in Universities

	VHL (%)	HL (%)	LL (%)	VLL (%)	Mean (\bar{x})	Standard Deviation (SD)
Authority (Mean = 3.28, SD = 0.71)						
My consistent contributions to the decisions made in my society are to a	100 (49.8)	81 (40.3)	20 (10)	-	3.40	0.66

The level at which my counsel is being followed by my colleagues is	93 (46.3)	85 (42.3)	14 (7.0)	9 (4.5)	3.30	0.79
The level of my influence on how things are done in my organization is	59 (29.4)	109 (54.2)	33 (16.4)	-	3.13	0.67
Recognition (Mean = 3.28, SD = 0.74)						
The level at which I am known for the high quality of my work is	89 (44.3)	102 (50.7)	10 (5.0)	-	3.39	0.58
The rate at which my work is being acknowledged in society is	99 (49.3)	82 (40.8)	10 (5.0)	10 (5.0)	3.34	0.79
The recognition by my colleagues for my expertise is	71 (35.3)	87 (43.3)	34 (16.9)	9 (4.5)	3.09	0.83
Satisfaction or Fulfilling Work (Mean = 3.11, SD = 0.82)						
My satisfaction with the progress I have made toward meeting my goals for the development of new skills is	76 (37.8)	91 (45.3)	24 (11.9)	10 (5.0)	3.16	0.82
The level of enjoyment I have in doing my work is	93 (46.3)	44 (21.9)	64 (31.8)	-	3.14	0.87
The satisfaction with my level of accomplishment is	53 (26.4)	108 (53.7)	32 (15.9)	8 (4.0)	3.02	0.76
Financial Rewards (Mean = 3.11, SD = 0.82)						
My salary provides a comfortable lifestyle for me to a	79 (39.3)	102 (50.7)	14 (7.0)	6 (3.0)	3.26	0.72
The consistent increase in my salary is	80 (39.8)	78 (38.8)	33 (16.4)	10 (5.0)	3.13	0.86
My salary is rewarding enough for my work and this is	64 (31.8)	66 (32.8)	63 (31.3)	8 (4.0)	2.93	0.89
Average Overall Mean					3.19	0.77

Source: Field Survey 2021

KEY: VHL=Very High Level, HL= High Level, LL=Low Level, VLL=Very Low Level***Decision Rule if mean is 1 to 1.74=Very Low Level; 1.75 to 2.49 = Low Level; 2.5 to 3.24 =High Level; 3.25 to 4= Very High Level

Table 1.1 depicts that the level of subjective career success among librarians in universities in the southwest, Nigeria was high (\bar{x} =3.19). The subjective career success of librarians in universities in southwest, Nigeria was high in terms of authority (\bar{x} =3.28), recognition, (\bar{x} =3.28), satisfaction or fulfilling work (\bar{x} =3.11) and financial rewards (\bar{x} =3.11). This implies that authority was the highest-rated indicator of subjective career success among

librarians in universities in southwest, Nigeria followed by recognition, satisfaction or fulfilling work; while financial rewards were

the lowest-rated indicator of subjective career success among the librarians.

Research Question Two: What is the level of librarians' commitment in universities in Southwest, Nigeria?

Table 1.2 Level of Librarians' Commitment in Universities

	VHL (%)	HL (%)	LL (%)	VLL (%)	Mean (\bar{x})	Standard Deviation (SD)
Affective (Mean = 3.29, SD = 0.72)						
My willingness to see the library's problems as my own is to a...	114 (56.7)	69 (34.3)	18 (9.0)	-	3.48	0.66
My library has a great deal of personal meaning for me to a ...	104 (51.7)	83 (41.3)	14 (7.0)	-	3.45	0.62
I feel a part of the family in this library to a...	74 (36.8)	97 (48.3)	30 (14.9)	-	3.22	0.69
My emotional attachment to this organization is to a...	72 (35.8)	99 (49.3)	30 (14.9)	-	3.21	0.68
My desire to spend the rest of my career in this organization is to a ...	87 (43.3)	66 (32.8)	30 (14.9)	18 (9.0)	3.10	0.97
Continuance (Mean = 3.20, SD = 0.76)						
By staying with the library is a matter of necessity to a...	86 (42.8)	89 (44.3)	26 (12.9)	-	3.30	0.69
I have very few alternatives to working in this library to a ...	82 (40.8)	91 (45.3)	28 (13.9)	-	3.27	0.69
I have invested in my library, leaving might be difficult to a...	70 (34.8)	105 (52.2)	16 (8.0)	10 (5.0)	3.17	0.78
Even if I want to work elsewhere, it will be hard for me to leave this library now to a...	69 (34.3)	98 (48.8)	26 (12.9)	8 (4.0)	3.13	0.79
Leaving the library right now will disrupt the plans I have for myself	79 (39.3)	74 (36.8)	38 (18.9)	10 (5.0)	3.10	0.88
Normative (Mean = 3.11, SD = 0.82)						
I feel my library has contributed to my achievement in a...	87 (43.3)	82 (40.8)	22 (10.9)	10 (5.0)	3.22	0.83

Quitting my work in the library would make me feel guilty to a...	89 (44.3)	72 (35.8)	30 (14.9)	10 (5.0)	3.19	0.87
This library deserves my loyalty to a...	72 (35.8)	97 (48.3)	28 (13.9)	4 (2.0)	3.18	0.74
I feel obligated to stay in my library for a...	66 (32.8)	99 (49.3)	32 (15.9)	4 (2.0)	3.13	0.74
Even if it were to my advantage, I feel it is not right to leave my library now to a...	52 (25.9)	75 (37.3)	56 (27.9)	18 (9.0)	2.80	0.93
Average Overall Mean					3.20	0.77

Source: Field Survey 2021

KEY: VHL=Very High Level, HL= High Level, LL=Low Level, VLL=Very Low Level

***Decision Rule if mean is 1 to 1.74=Very Low Level; 1.75 to 2.49 = Low Level; 2.5 to 3.24 =High Level; 3.25 to 4= Very High Level

The results in Table 1.2 shows the level of librarians' commitment in universities in the southwest, Nigeria was high ($\bar{x}=3.20$). The result shows that the indicators of librarians' commitment in universities in southwest, Nigeria namely affective commitment ($\bar{x}=3.29$), followed by a high level of continuance ($\bar{x}=3.20$) and normative commitment ($\bar{x}=3.11$) were high respectively.

This implies that the level of librarians' commitment in universities in the southwest, Nigeria was high generally and specifically in terms of affective, continuance and normative commitment. However, librarians in universities in the southwest, Nigeria had more affective commitment than continuance and normative commitment.

Test of Hypothesis

Hypothesis one: Subjective Career Success has no significant influence on librarians' commitment to universities in the southwest, Nigeria

Table 1.2 Influence of Subjective Career Success on Librarians' Commitment in Universities in Southwest

Variables	B	Std. Error	Beta (β)	t	p	R ²
(Constant)	8.166	2.496		3.271	0.001	0.565
Subjective Career Success	1.039	.065	.752	16.072	0.000	

Dependent Variable: Librarians' Commitment

Source: Field Survey 2021, *Note:* β = Standardized Coefficient, significant at 0.05

Table 1.2 show that subjective career success has a significant influence on librarians' commitment to universities in southwest, of Nigeria ($R^2= 0.565$, $\beta= 0.752$, $t = 16.072$, $p<0.05$). The model shows that subjective career success could explain 56.5% variation

($R^2= 0.565$) in librarians' commitment to universities in the southwest, Nigeria. Consequently, the null hypothesis which states that subjective career success has no significant influence on librarians' commitment to universities in southwest, of

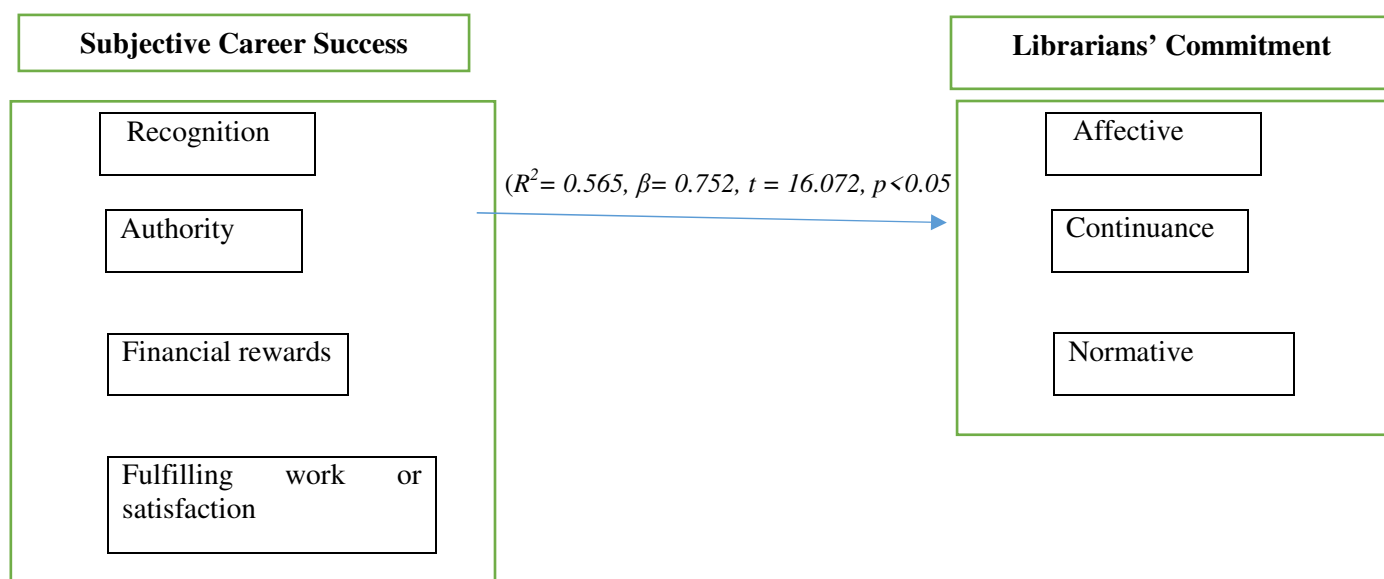
Nigeria was rejected. Based on this evidence, the null hypothesis, therefore, is restated thus; subjective career success has a significant influence on librarians' commitment to universities in the southwest, Nigeria. The model further shows that subjective career success has a strong positive ($r(201) = 0.752$, $p < 0.05$) influence on librarians' commitment. This suggests that better subjective career

success in universities in southwest Nigeria would lead to an increase in librarians' commitment; while worse subjective career success would reduce librarians' commitment in universities in southwest, Nigeria. This connotes that subjective career success should be improved in universities in southwest, Nigeria as a measure of increasing librarians' commitment.

Resultant Model

Independent Variable

Dependent Variable



Resultant Model Summary

The model shows that subjective career success could explain 56.5% variation ($R^2 = 0.565$) in librarians' commitment to universities in southwest, Nigeria. Based on the hypothesis formulated for this study, invariably the null hypothesis is rejected and restated thus: Subjective career success has a significant influence on librarians' commitment to universities in Southwest, Nigeria.

Discussion of Findings

The findings of the study revealed that the level of subjective career success among librarians in universities in the southwest, Nigeria was high. The subjective career success of librarians in universities in southwest, Nigeria was high in terms of authority, recognition, satisfaction or fulfilling work and financial rewards. This implies that authority was the highest rated indicator of subjective career success among librarians in universities in southwest, Nigeria followed by recognition, satisfaction or fulfilling work; while financial rewards were the lowest rated

indicator of subjective career success among the librarians. Furthermore, subjective career success was found to have a significant influence on librarians' commitment to universities in the southwest, Nigeria ($R^2 = 0.565$, $\beta = 0.752$, $t = 16.072$, $p < 0.05$). Subjective career success has a strong positive ($r(201) = 0.752$, $p < 0.05$) influence on librarians' commitment, which suggests that increased subjective career success in universities in southwest Nigeria could lead to an increase in librarians' commitment, vice versa. Simo, Enache, Leyes, and Alarcón (2010) discovered that individuals with high subjective career success are more inclined to establish affective bonds with their colleagues and show greater involvement and identification with the organization. Humborstad and Perry (2011) also discovered that employees that have strong positive satisfaction with their work are highly committed to their organization. In the same vein, Ajie and Omotunde (2015) found a significant positive relationship between satisfaction and organizational commitment of librarians. Awoyemi and Odefadehun (2017) also reported a significant relationship between librarians' satisfaction and career commitment in universities in Ekiti and Ondo State, Nigeria. Al-Hussami and Hammad (2018) also discovered that the higher the subjective career success, the higher the level of organizational commitment.

Findings showed the level of librarians' commitment in universities in southwest, Nigeriawashigh. Librarians had a high level of affective commitment, followed by a high level of continuance and normative commitment. This implies that the level of librarians' commitment in universities in southwest, Nigeria was high generally and specifically in terms of affective, continuance and normative commitment. Corroboratively, Adegbaye, Babalola, and Alegbeleye (2020) also revealed that affective commitment among librarians in public universities in

South-South Nigeria was high. Mayowa-Adebara (2018) also found that the level of employee commitment in university libraries in southwest, Nigeria was fairly high. Contrary to the findings of this study, Ademodi and Akintomide (2015) discovered that librarians' commitment to university libraries in Ondo State Nigeria was low. In the same vein, Olajojo, Oyeboade and Gbotosho (2017) discovered that librarians were moderately committed to their organizations. Amune (2015), Ikonne and Ikonne (2016), and Mayowa-Adebara and Aina (2016) reported that librarians in Nigeria were committed to their libraries because they felt emotionally attached and have allegiance to their libraries.

The test of the hypothesis revealed that subjective career success has a significant influence on librarians' commitment to universities in the southwest, Nigeria ($R^2 = 0.565$, $\beta = 0.752$, $t = 16.072$, $p < 0.05$). Subjective career success was found to have a strong positive ($r(201) = 0.752$, $p < 0.05$) influence on librarians' commitment. Khalid and Khalid (2015) revealed that employees were more satisfied with their careers when provided with learning and organizational opportunities and in turn, their commitment level to the organization increased. In addition, Pahi, Akour and Ahmed (2021) reported a significant correlation between employee commitment and career success of employees. This implies that the higher the subjective career satisfaction, the higher the level of continuance commitment.

Conclusion and Recommendation

The effort of committed personnel is needed for the workplace to function optimally and to achieve the goals of the organization and this could be positively influenced by their subjective career success. The study investigated the influence of subjective career success on librarians' commitment to universities in Southwest, Nigeria. The study concluded that subjective career success

contributes to librarians' commitment. It is recommended that programs with monetary benefits should be constantly provided for librarians by the university administration to positively influence librarians' psychological outcomes and work-related experiences regularly.

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