

Work Motivation and Job Commitment as Factors Influencing Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

Abdulkareem, Ahmed Kayode¹; Abioye, Abiola PhD²; Otigbu, Austine Ogochukwu³

University of Ilorin Archives and Documentation Centre, Ilorin, Nigeria¹

Department of Library, Archival and Information Studies, University of Ibadan, Ibadan, Nigeria²

National Archives of Nigeria, Ibadan³

abdulkareem.aka@unilorin.edu.ng¹; biolaabioye@gmail.com²; ogotino@gmail.com³

ABSTRACT

Work motivation and job commitment are integral concepts that influence job satisfaction of archival personnel in the course of discharging their duties in the workplace. Preliminary investigation indicated that most archival personnel in Nigeria's public archival institutions seem to experience low work motivation and exhibit poor job commitment, with adverse effect on their job satisfaction. This study, therefore, investigated the work motivation and job commitment as factors influencing the job satisfaction of archival personnel in selected archival institutions in Nigeria. They include: University of Ilorin Archives and Documentation Centre, Lagos State Records and Archives Bureau and National Archives of Nigeria, Ibadan. The population of the study comprised 120 archival personnel from the three institutions all of who were enumerated. A self-designed questionnaire tagged "Job Satisfaction of Archival Personnel Questionnaire" (JOSAPQ) was used to collect data from the entire 120 archival personnel made up of archivists and other para-professionals in the selected Archival Institutions. A total of 120 copies of the questionnaire were administered while 111 were returned and valid for analysis. This represents a response rate of 92.5%.

The study revealed that the level of work motivation, job commitment and job satisfaction of archival personnel in the selected archival institutions in Nigeria were all moderate with the overall mean scores of 41.05, 63.69 and 48.16 respectively. The major recommendation arising from the study is that the management of the selected archival institutions in Nigeria should take precautions and measures that would encourage a high level of job satisfaction of archival personnel by giving due attention to the work motivation and job commitment of the archival personnel.

Keywords: Work motivation, Job commitment, Job satisfaction, Archival personnel, Nigeria

Introduction

Work motivation and job commitment are essential factors that influence the job satisfaction of personnel. Studies have established that personnel's job satisfaction is closely connected to work motivation and job commitment (Kenku, Ojiji, Ishola, 2018 and Nderitu, 2013). According to Burton (2012), motivation is an act of encouraging personnel to work positively. It is a psychological force that determines the direction of a person's behaviour, level of effort and level of

persistence in an organization (Jones and George, 2017). Personnel, irrespective of the organization where they work, have a different mixture and strength of needs that are responsive for their job satisfaction and are either driven by intrinsic or extrinsic needs. According to Nduka (2016), intrinsically motivated individual looks for pleasure, interest, satisfaction, enjoyment, self-expression or personal challenges in the work and extrinsically motivated engages in the work in order to gain some sort of goal that is apart from the work itself. However, both intrinsic and extrinsic motivations can be seen

as necessary for achieving job satisfaction of archival personnel.

Similarly, job commitment also cannot be downplayed because it has a great consequence in achieving job satisfaction of archival personnel. According to Zabel (2012), commitment is the willingness to persist in a course of action and persistence in a work reflects positive job satisfaction. In other words, personnel with high levels of job commitment tend to persist in job-related actions more than those with low levels of job commitment. It emerged from the investigation that organizations use different strategies, policies and tactics to improve the commitment of their personnel in job-related functions as this is believed to psychologically arouse the satisfaction of the personnel and consequently improve the services provided by the respective organizations. Therefore, when the personnel are motivated to work, they gain more interest in the work settings, their commitment increases and their satisfaction may have no limit. One way to stimulate and energize employees is to motivate and bring out their commitment to job and then job satisfaction (Sohail, et al., 2014). In the light of this, the study investigated work motivation and job commitment as factors influencing job satisfaction of archival personnel in the University of Ilorin Archives and Documentation Centre, the Lagos State Records and Archives Bureau and the National Archives of Nigeria, Ibadan in Nigeria.

Contextual Setting

The University of Ilorin Archives and Documentation Centre was established in 2008 as the official repository of the University of Ilorin to address the hazards of the storage and retrieval of vital records in the University. As an institutional archives, it has in its repositories more than 20,000 collections (mostly the University records) in different format including documentaries, annual reports, extant journals in all disciplines, historical newspapers, maps, plans, correspondences, manuscripts, the order of proceedings, inaugural lectures papers, conference proceedings, gazettes, University bulletin and photographs of important personalities, principal officers, events, and

historical structures that have shaped the University of Ilorin over the years.

The Lagos State Records and Archives Bureau is the official archives of the Lagos State Government in Nigeria under the supervision of the Ministry of Information and Strategy. It was established in 2008 pursuant to Law 22 of 2007 of the Lagos State that stated its legal existence (LASRAB, 2021). The Lagos state-owned archival institution surveys, acquires, arranges, preserves and provides access to non-current records of the Ministries, Departments and Agencies under the Lagos State Government.

The National Archives of Nigeria, Ibadan is the first of the three Zonal Offices (the others are Kaduna and Enugu) established in the then three geographical areas of Nigeria. The Ibadan Zonal Office, being the oldest, is set on three acres of land within the campus of the University of Ibadan. The public archival institution has three large repositories that are stacked with records that emanated during the pre-independence and post-independence periods within the Western region of Nigeria. The records are basically and mostly records of colonial administration and they are manuscript, dispatches, and other government official publications and newspapers.

The managements of the selected archival institutions are worried that many archival personnel in their establishment showed negative reactions towards their jobs which have continued to hinder the development of these archives. In spite of the efforts by different researchers, there still seems to be a gap as little or no study has been conducted specifically on work motivation and job commitment as factors influencing job satisfaction of archival personnel in the selected archival institutions in Nigeria. This study is, therefore, aimed at investigating the influence of work motivation and job commitment on the job satisfaction of archival personnel in selected archival institutions in Nigeria.

Objectives of the Study

The specific objectives were to:

1. Determine the level of job satisfaction of archival personnel in selected archival institutions in Nigeria;
2. Find out the level of work motivation of archival personnel in selected archival institutions in Nigeria;
3. Ascertain the level of job commitment of archival personnel in selected archival institutions in Nigeria;
4. Find out the relationship between work motivation and job satisfaction of archival personnel in selected archival institutions in Nigeria;
5. Determine the relationship between job commitment and job satisfaction of archival personnel in selected archival institutions in Nigeria;
6. Find out the joint influence of work motivation and job commitment on job satisfaction of archival personnel in selected archival institutions in Nigeria; and

Suggest recommendations base on the findings of the study.

LITERATURE REVIEW

Job Satisfaction of Archival Personnel

Studies have consistently shown that there is a relationship between job satisfaction and the archival profession. According to Tella, Ayeni and Popoola, (2007), high levels of job satisfaction are observed in those professions that are of good standing in the society and perhaps, archival institutions stand out in the information society. Job satisfaction plays a dominant role in personnel's actions, for instance, an archivist who cannot get sufficient remuneration for a job well done will find himself in a situation in which a good standard of living is undesirable and this may put the archivist far from being satisfied with his job. In this respect, material advantages accrue to individuals in the course of discharging one's duty and spiritual wellbeing provided by the work environment are important factors in determining personnel's job satisfaction (Agarwal, 2015). Onuoha, Samuel and Ojo (2014) stated that stringent conditions for the promotion, denied access to benefits, lack of

job security, negative perception of personnel, lack of opportunity to exercise responsibility, unconducive office space and gender discrimination were found as constraints to job satisfaction.

Ajie and Omotunde (2015) corroborated that when personnel finds their job more challenging, they will tolerate dissatisfaction in the workplace. Perhaps, a reward system that is not clear to all personnel leads to dissatisfaction; hence all archival personnel needs to know the criteria and procedures that are followed by their institutions in rewarding them for their good work. They simply stated further that poor planning, poor communication, inadequate explanations of decisions affecting jobs, unclear rules and regulations, unreasonable pressures, excessive work, understaffing, uncooperative heads of an organization are all sources of dissatisfaction within such organizations. However, this implies that dissatisfaction of personnel may endangers the existence of records of enduring value and the quality of services provided by the archival personnel.

Work Motivation of Archival Personnel

Work motivation is also an important element in the management of human resource and it measures how the human resource of an organization affects the quality and the output of an institution. Tella, Ayeni and Popoola (2007) opined that the definitions of motivation have in common the inclusion of words such as "desire", "want", "wishes", "aim", "goals", "needs", and "incentives". Kanfer (2012) stated that work motivation examines the psychological processes and mechanisms by which individuals form and commit to work-related goals, formulate plans for goal accomplishment, allocate personal and social resources across a range of possible actions, and regulate thoughts, behaviours, and affect for goal attainment. Employers of information professionals must be careful to meet the needs of their personnel if they do not want to lose their talented and creative professionals to other organizations that are ready and willing to meet the employees' needs and demands (Tella, Ayeni, and Popoola, 2007). These groups of researchers, however, stated five strategies that can be used to motivate information professionals, and

these are salary, wages and conditions of service; money; staff training; and information availability and communication.

Work Motivation and Job Satisfaction of Archival Personnel

Work motivation and job satisfaction can be classified as a two-side coin that has become a very important and essential driving force for personnel to perform their duties optimally at all times. Many researchers have offered different definitions and explanations which all suggested that when personnel is satisfied with their jobs, obviously there are incentives put in place by their employers to achieve the institution's goals. Conversely, when employees are dissatisfied with their work, their level of motivation is low and they do not perform at peak level. This is in accordance with the submission of Fanimihin and Popoola (2013) where it was stated that there was a significant relationship between work motivation and job satisfaction of personnel. It also conforms to the research by Nderitu (2013) where data where data was collected from a sample of two hundred (200) personnel within four government departments in Kenya and the findings show that 95% of the employees in government departments were highly satisfied with a salary increment, 98% were satisfied with staff promotions based on merit and competence policy while 91% strongly agreed that staff training helped to improve on their job satisfaction.

Work motivation can be a vital tool to get the most out of the personnel. Bamgbose and Ladipo (2017) asserted that an organization that wants to succeed, as a matter of compulsion must employ different strategies such as using positive words to applaud a good job or hard work, exercising patience with employees, showing an understanding of their predicament and being dedicated to their well-being. Perhaps, no matter the size of the repositories and the richness of the collection, archival institutions cannot meet their set goals if the personnel are not well-trained, properly equipped, highly motivated and satisfied with their jobs. Any progressive-minded organization needs a workforce that can act strongly to give them the desired results. However, the motivation of the workforce remains the propelling force behind such devotion and dedication (Bamgbose and

Ladipo, 2017). Most importantly, the impacts of work motivation on job satisfaction cannot be overemphasized.

Dele (2013) in his submission pointed out that successful motivational factors/policy had positive effects in his selected Nigerian banks, with the majority of his respondents unanimously indicated good salaries and fringe benefits as their best source of motivation. He further stated that, for the management to improve the level of staff satisfaction greater efforts must be placed on the three perceived motivating factors and these are providing good salaries and fringe benefits to employees; provide opportunities to some form of ownership scheme; as well as increased responsibility/authority, by way of promotions to all cadres of the employee, especially the junior workers. It, therefore, cuts across many organizations that their goals and objectives are unattainable without the concept of work motivation.

Job Commitment of Archival Personnel

Sinbelaween, Truhon and Starnes (2006:1) stated that "unless a commitment is made, there are only promises and hopes . . . no plans." The assertion was expressed farther that, it is a commitment that gets the job well done. The intense dedication to a job is more powerful than an individual's best intentions, willpower, or circumstances. Without job commitment in an organization, the influence of personnel is minimal and opportunities may be lost in the workplace. Furthermore, Sohail, et al (2014) stated that job commitment is considered to be the most important factor to determine the behaviour of personnel in many organizations such as archival institutions. It is all about an individual's feelings of what he perceives about his job and then his loyalty shows his commitment toward his organization. In other words, job commitment shows an individual's psyche, attributes and behavioural patterns on his job. That is, how much he is satisfied with his work.

According to Osemeke (2016), it is fundamental for personnel to manifest their sincere dedication towards work ethic, the support of the organization's goal and generally be committed to the enduring success of their employer's business. On the other hand, job commitment can be said to be an attitude of personnel reflecting their fidelity

towards their employers. While it is not in doubt that job commitment lies in the hand of the archival personnel, their employers determine the level of their commitment. Olatunji and Adeboye (2016) contended in their research work that the main factors that hinder job commitment of the personnel are insensitivity to staff welfare, inability to acquire “state of the art” working equipment and poor funding. It was however stated that management can improve the working conditions of the personnel, especially with the availability of material, human and financial resources to enhance their job commitment (Akinyemi and Ifijeh, 2013).

Job Commitment and Job Satisfaction of Archival Personnel

Job commitment is an essential element in achieving job satisfaction. Sohail et al (2014.) agreed in their study that there was a positive relationship between job satisfaction and job commitment of employees. It was concluded that employees with a high level of job commitment were satisfied with their jobs and ultimately perform well in the educational sector of Pakistan. In a similar trend, Constanti, and Theocharous (2014) discovered that there were positive associations between commitment (affective and normative) and job satisfaction (intrinsic and extrinsic) of hotel employees in Cyprus. Even though there are other shreds of evidence that suggested that job satisfaction also has an impact on job commitment. More importantly, many research works corroborated the above assertion that job commitment influence job satisfaction of personnel in archival institutions. For instance, Namasivayam and Zhao (2007) found out that organisational commitment has stronger direct effects on job satisfaction.

Job commitment has received substantial attention in past research due to its significant impacts on job satisfaction. This is eminent in a study conducted by Yousef (2000) where the result pointed out that the employees investigated in the organisation are highly committed to the organisation and highly satisfied with their jobs as a result of the adoption of consultative or participative leadership behaviour. The level of commitment personnel demonstrate in their jobs to a large extent determines the height of job satisfaction.

Awoyemi and Odefadehan (2017) stated that to keep pace with new developments, maintain relevance and entrench best practices, professionals and para-professionals in various fields demonstrate some level of commitment to their job. Studies have shown that personnel training and retraining enhance good services in a workplace Hanaysha (2015) as it serves as a useful means of upgrading the human intellect and skills. However, according to Adekola (2012), the importance of training in developing committed employees cannot be ignored. Training generates a feeling of belongingness among personnel and boosts their chance of being satisfied with their job.

An essential step towards advancing the research on job commitment and job satisfaction of archival personnel in archival institutions was taken by Carmeli and Freund (2004). They approached job commitment in the form of “work commitment”. According to them, work commitment and job satisfaction are different constructs and are complementary (not competing) concepts. While work commitment is a reflection of a more stable and general employee attitude, job satisfaction is a reflection of a more fragile and changeable employee attitude. In a similar study conducted by Suma and Lesha (2013) on job satisfaction and job commitment, they both found a positive correlation between the two behavioural concepts. Thus, positive correlation leads to performance while negative correlation leads to a turnover. However, the positive correlation explains that job commitment is an antecedent of job satisfaction. Similarly, Awoyemi and Odefadehan (2017) also opined that there was a significant relationship between job commitment and job satisfaction of librarians in universities in Ekiti and Ondo states, Nigeria and the university administrators should make available all the necessary equipment to improve job commitment and facilitate job satisfaction. While a lot of work have been done on work motivation, job commitment and job satisfaction in the field of management, information studies and other related fields, few literature exist on work motivation, job commitment and job satisfaction in the field of archives and records management, particularly, in reference to records and archival personnel management. It is in light of these that the

study investigated the work motivation and job commitment as factors influencing job satisfaction of archival personnel in selected archival institutions in Nigeria in an attempt to bridge the gap between archives and records management and other related disciplines.

Methodology

A descriptive correlational design was adopted for this study. The population of the study comprised of 120 archival personnel made of 27 archivists and 93 other personnel working in the University of Ilorin Archives and Documentation Centre, Lagos State Records and Archives Bureau; and National Archives of Nigeria, Ibadan. Total enumeration techniques were used due to the small and manageable size of the population. A self-designed questionnaire tagged “Job Satisfaction of Archival Personnel Questionnaire” (JOSAPQ) was used for this study as a research instrument. The questionnaire was structured into four (4) sections:

Section A: Dealt with 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: addressed the work motivation of archival personnel. The Motivation for Occupational Preference Scale (MOPS) adapted by Fanimihin and Popoola (2013) with five-point Likert type Scale which consisted five columns and included Very Great Extent (VGE) = 5, Great Extent (GE) = 4, Low Extent (LE) = 3, Very Low Extent (VLE) = 2, Not Important (NI) = 1 was modified and one column was eliminated in the study to make it four points. After surveying the available literature on motivation, the scale was found most suitable for this section.

Section C: focused on the job commitment of archival personnel. The adapted scale for this section was developed by Uygur and Kilic (2009) in their study with a 4-point Likert Scale of Strongly Agree = 4, Agree = 3, Disagree = 2 and Strongly Disagree = 1.

Section D: involved the job satisfaction of archival personnel. The 20 Minnesota satisfaction scale developed by Weiss, Dawis, England and Lofquist (1967) adapted by

Ikonne and Onuoha (2015) with a five-point Likert type scale arranged in the order 1= Very Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Very Satisfied was used. However, in the process of adaptation, one column was eliminated to make it four points.

The administration of the questionnaire lasted for 12 weeks and out of 120 copies of the questionnaire were distributed to respondents, 111 copies were retrieved representing 92.5% return rate. Statistics such as percentages, mean and standard deviation were put to use in the analysis of research questions while research hypotheses were tested using correlation analysis and multiple regression analysis. The research hypotheses were tested at 0.05 level of significance.

FINDINGS AND DISCUSSION

Table 1: Level of Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

ITEMS	VD		D		S		VS		Mean	ST. D.
	N	%	N	%	N	%	N	%		
Take home pay at the end of the month	38	34.2	43	38.7	16	14.4	14	12.6	2.30	0.999
Opportunities to be creative	15	13.5	69	62.2	21	18.9	6	5.2	2.16	0.720
Chances of a prospect career on my job	9	8.1	9	8.1	54	48.6	39	35.1	2.80	0.758
Attitude of boss to subordinates	22	19.8	12	10.8	53	47.7	24	21.6	2.41	1.021

Source: Field Data, 2020

The results in Table 1 above showed that the archival personnel in the University of Ilorin Archives and Documentation Centre, the Lagos State Records and Archives Bureau and the National Archives of Nigeria, Ibadan are dissatisfied with the items in the questionnaire: “Take home pay at the end of the month” (38 personnel indicated very dissatisfied and 43 personnel indicated dissatisfied representing a total of 72.9% of the archival personnel) and “Opportunity to be creative” (15 personnel indicated very dissatisfied and 69 personnel indicated dissatisfied representing a total of 75.7% of the archival personnel). On the other hand, they are satisfied with the items in the questionnaire “Chances of a prospect career” (39 personnel indicated very satisfied and 54 personnel indicated satisfied representing a total of 83.7% of the archival personnel) and the “Attitude of boss to subordinates” (24 personnel indicated very satisfied and 53 personnel indicated satisfied representing a total of 69.3% of the archival personnel).

The mean and standard deviation scores of job satisfaction of archival personnel in selected archival institutions in Nigeria revealed that “Chances of a prospect career on my job” with a mean score of 2.80 and a standard deviation score of 0.758 is the item with the highest mean ranking. Furthermore, a test of norm using grand mean was conducted to determine the level of job satisfaction of archival

personnel in selected archival institutions in Nigeria. The maximum obtainable from the analysis is 80.00. Therefore, the scale from 1.00 – 26.67 represents a low level, 26.68 – 53.33 denotes moderate level and 53.34 – 80.00 indicates a high level of job satisfaction.

From the results, the overall mean score recorded was 48.16 which falls within the rate of moderate level of job satisfaction.

Therefore, there was a moderate level of job satisfaction of archival personnel in selected archival institutions in Nigeria. This means that the job satisfaction of archival personnel was fair and their employers need to increase the archival personnel’s take home pay at the end of the month and give them the opportunity to be creative in their jobs.

Table 2: Level of Work Motivation of Archival Personnel in Selected Archival Institutions in Nigeria

ITEMS	VLE		LE		GE		VGE		Mean	ST.D
	N	%	N	%	N	%	N	%		
Work does not affect personal life	12	10.8	31	27.9	39	35.1	29	26.1	2.77	0.963
There is job security in present workplace	9	8.1	42	37.8	46	41.4	14	12.6	2.59	0.814
Enjoy good working conditions	40	36.0	46	41.4	22	19.8	3	2.7	1.89	0.813
Achievement in current job	17	15.3	75	67.6	13	11.7	6	5.4	2.07	0.697
Feel like working with another archival institution	41	36.9	43	38.7	11	9.9	16	14.4	2.02	1.027

Source: Field Data, 2020

The results in Table 2 above showed that the archival personnel in the University of Ilorin Archives and Documentation Centre, the Lagos State Records and Archives Bureau and the National Archives of Nigeria, Ibadan are motivated because the items in the questionnaire which stated that “Work does not affect personal life” (39 personnel indicated Great Extent and 29 personnel indicated Very Great Extent representing a total of 61.2% of the archival personnel) and “There is job security in present workplace” (46 personnel indicated Great Extent and 14 personnel indicated Very Great Extent representing a total of 54% of the archival personnel) On the other hand, they are not motivated and this reflected in the items of the questionnaire “Enjoy good working conditions” (40 personnel indicated Very Low Extent and 46 personnel indicated Low Extent representing a total of 77.4% of the archival personnel) and the “Achievement in current job” (17 personnel indicated Very Low Extent and 75 personnel indicated Low Extent representing a total of 82.9% of the archival personnel).

The mean and standard deviation scores of work motivation of archival personnel in selected archival institutions in Nigeria revealed that the most prominent item in terms of mean ranking was “Work does not affect personal life” (mean=2.77, ST.D = 0.963); and the lowest item in terms of mean ranking was “Feel like working with another archival institution” (mean=2.02, ST.D = 1.027). To

determine the level of work motivation, the use of test norms was adopted. The maximum mean obtainable is 72.00. The scale between 1.00- 24.00 represents a low level, 24.01 – 48.00 indicates a moderate level and 48.01 – 72.00 denotes a high level of work motivation. It could be observed from the result that the overall mean score was 41.05 which falls within the moderate level of work motivation. Therefore, there was a moderate level of work motivation of archival personnel in selected archival institutions in Nigeria. This means that the work motivation of archival personnel was fair and their employers need to improve the archival personnel’s working condition and also help them achieve success in their current jobs.

Level of Job Commitment of Archival Personnel in Selected Archival Institutions in Nigeria

The results in Table 3 showed that the archival personnel in the University of Ilorin Archives and Documentation Centre, the Lagos State Records and Archives Bureau and the National Archives of Nigeria, Ibadan are committed to their job because they often feel like “Work environment is more comfortable than home” (16 personnel indicated Strongly Agree and 66 personnel indicated Agree representing a total of 73.9% of the archival personnel) and “There is a significant reason to fulfill obligations as a worker” (21 personnel indicated Strongly

Agree and 58 personnel indicated Agree representing a total of 71.2% of the archival personnel). On the other hand, they are not committed and this reflected in the items of the questionnaire “Personally committed to job” (26 personnel indicated Strongly Disagree and 43 personnel indicated Disagree representing a

archival institutions in Nigeria revealed that 42 (37.8%) respondents strongly agreed with the statement that “I have fulfilled my duty as a worker”, 34 (30.6%) agreed with this statement while 17 (15.3%) disagreed and 18 (16.2%) strongly disagreed. The mean score recorded under this item was 2.93 (1.043). Using a test

Table3: Level of Job Commitment of Archival Personnel in Selected Archival Institutions in Nigeria

ITEMS	SD		D		A		SA		Mean	ST.D
	N	%	N	%	N	%	N	%		
Work environment is more comfortable work environment	19	17.1	28	25.2	66	60.2	16	13.6	2.64	1.025
There is a significant reason to fulfill obligations as a worker	18	16.2	17	15.3	58	52.1	21	19.1	2.93	1.043
Personally commitment to job	26	23.4	43	38.7	27	24.3	15	13.5	2.28	0.974
Feel happy working with the archives	27	24.3	41	36.9	24	21.6	19	17.1	2.32	1.027
I have fulfilled my duty as a worker	18	16.2	17	15.3	34	30.6	42	37.8	2.93	1.043

Source: Field Data, 2020

total of 62.1% of the archival personnel) and “Feel happy working with the archives” (27 personnel indicated Strongly Disagree and 41 personnel indicated Disagree representing a total of 61.2% of the archival personnel). The mean and standard deviation scores of job commitment of archival personnel in selected

to indicate a high level of job commitment, then it could be noted from the result that the overall mean score was 63.69 which fall within the moderate range.

Table 4: Relationship between Work Motivation and Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

Variables	Mean	St. dev.	N	Df	R	Sig. p.	Remark
Work motivation	41.05	16.473	111	2	0.564	0.000	Sig.
Job satisfaction	48.16	18.206					

Source: Field Data, 2020

Therefore, the level of job commitment of archival personnel in selected archival institutions in Nigeria was found to be moderate. This means that the job commitment of archival personnel was fair and their employers need to concentrate on factors that will boost the archival personnel’s job commitment and happiness working with the archives.

Relationship between Work Motivation and Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

The results showed in Table 4 that there was a significant positive relationship between work motivation and job satisfaction of archival personnel in selected archival institutions in Nigeria ($r=.564;df = 2; p < 0.05$) and this is in line with the findings by Fanimihin and Popoola (2013) that work motivation of library personnel affected their job satisfaction in the course of discharging their duties; the results of Tella, Ayeni, and Popoola (2007) that job satisfaction cannot be talked about where job motivation is absent and; the results of Onuoha, Samuel and Ojo (2014) that many factors such as stringent conditions for the promotion, denied access to benefits, lack of job security, negative perception of personnel, lack of opportunity to exercise responsibility, unconducive office space and gender discrimination are constraints to job satisfaction.

concluded that employees with high levels of job commitment enjoy more positive job-related attitudinal outcomes such as job satisfaction. It also relates to the empirical study by Suma and Lesha (2013) that found a positive correlation between these two concepts. However, the positive correlation that exists between job commitment and job satisfaction of archival personnel in selected archival institutions in Nigeria explains that job satisfaction is an antecedent of job commitment, that is, there is a link between job satisfaction and job commitment of archival personnel. In contrast to the result of the findings Zopiatis, Constanti, and Theocharous (2014) revealed negative associations between job commitment (in the form of affective organisational commitment) and job satisfaction.

Joint Influence of Work Motivation and Job Commitment on Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

The result in Table 6 showed a coefficient of multiple correlations ($R=.696$ and a multiple R^2 of $.484$). This means that 48.4% of the variance was accounted for by the two

Table 5: Relationship between Job Commitment and Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

Variables	Mean	St. dev.	N	Df	R	Sig. p.	Remark
Job commitment	63.69	22.877	111	2	0.314	0.000	Sig.
Job satisfaction	48.16	18.206					

Source: Field Data, 2020

Relationship between Job Commitment and Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

The result in Table 5 revealed that a positive and significant relationship exists between job commitment and job satisfaction of archival personnel in selected archival institutions in Nigeria ($r=0.314, p<0.05$) and this finding is similar to the study by Kenku, Ojiji, Ishola, (2018) that showed that there were significant positive relationships between job commitment and job satisfaction of employees in Nigeria, and the findings of Zabel (2012) which

predictor variables when taken together. The significance of the composite contribution was tested at $P<.05$. The table also showed that the analysis of variance for the regression yielded an F-ratio of 50.605 ($P<0.01$). This implied that the joint contribution of the independent variables to the dependent variables was significant and the other variables not included in this model may have accounted for the remaining variance and this supports the findings of Ajie and Omotunde (2015) and corroborated Onuoha, Samuel and Ojo (2014) on the causes of job dissatisfaction. They

maintained that dissatisfied personnel is present in the organization.

Table 6: Joint Influence of Work Motivation and Job Commitment on Job Satisfaction of Archival Personnel in Selected Archival Institutions in Nigeria

R	R-square	Adjusted R-Square	Std. Error of the Estimate		
0.696	0.484	0.474	0.79041		
ANOVA					
Source of Variation	Sum of Square	Df	Mean square	F	Sig.
Regression	63.230	2	31.615	50.605	0.000*
Residual	67.472	108	0.625		
Total	130.703	110			

Source: Field Data, 2020

Herzberg called them hygiene or maintenance factors because they are motivated by the need to avoid unpleasantness. While the result above showed that there is a joint influence of the independent variables of work motivation and job commitment on the dependent variable of job satisfaction of archival personnel in the selected archival institutions in Nigeria, the null hypothesis which states that there is no joint significant influence of work motivation and job commitment on job satisfaction of archival personnel in selected archival institutions in Nigeria is therefore not accepted. The job security and preferable working environment of archival personnel in the selected archival institutions which ranked highest amongst other factors are relatively responsible for the joint influence of work motivation and job commitment on job satisfaction of archival personnel in the selected archival institutions in Nigeria.

Further analysis revealed the relative contribution of the two independent variables to the dependent variable, expressed as beta weights, viz work motivation ($\beta = -.41.2$, $P < .05$) and job commitment ($\beta = .651$, $P < .05$). Hence, out of the two independent variables, it is job commitment that has more influence on job satisfaction than work motivation of archival personnel in selected archival institutions in Nigeria.

CONCLUSION AND RECOMMENDATIONS

The study investigated work motivation, job commitment and job satisfaction of archival personnel in selected archival institutions in Nigeria. Arising from the analysis of data gathered from the field, it was revealed that the level of job satisfaction of archival personnel in the selected archival institutions in Nigeria was moderate with the majority of the archival personnel satisfied with the attitude of their bosses, their accomplishments, freedom to take decisions in their work place, good working environment and also because they believed there is opportunity for career advancement in their present job, while poor wages and salary, lack of opportunities to be creative, the way the job keeps the archival personnel busy amongst other reasons account for their dissatisfaction. Also, the study revealed that the level of work motivation of archival personnel in the selected archival institutions in Nigeria was moderate with specific reference to the working conditions, periodic training opportunities, amongst others account for the low motivation. Another finding also revealed that despite the fact that archival personnel from the selected archival institutions in Nigeria do not feel happy while working, their level of job commitment was still moderate which is reflected in the way they are comfortable with the working environment and the belief that they have an obligation to fulfil as workers. Based on the findings of this study, the following recommendations are therefore made:

- Managements of selected archival institutions should take precautions and measure through a need assessment of all archival personnel to identify their specific needs to increase the level of their job satisfaction to the fully satisfied level.
- Periodic training from lead archival institutions abroad is needed for the archival personnel, particularly the archivists, who signify that they lack the opportunity to be creative in the discharge of their duties. Training of other personnel in their respective professional field should also be given priority to improve them in providing support service in selected archival institutions.
- Since working condition was found in the study to be the important factor in determining the work motivation of archival personnel, conducive working environment should be provided as well as other incentives such as good salary, job security, and regular promotion among others.
- There should be efforts from the Management of selected archival institutions to improve the behaviour, morale and attitude of archival personnel which to a large extent reflects in their level of job commitment.
- Since it was obvious from the findings that one of the greatest areas of constraint for archival personnel is the poor take-home pay, efforts should be made to ensure archival personnel are sufficiently remunerated for their jobs.

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