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## Job-Related Factors, Leadership-Motivation and Career Commitment in a Nigerian College of Education

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# Job-Related Factors, Leadership-Motivation and Career Commitment in a Nigerian College of Education<sup>\*\*</sup>

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## Abstract

Modern Management of any work organization faces a myriad of challenges in the recent times. One of such challenges has to do with the creation of a good working environment whereby people will want to continue to give their best for the attainment of the organizational goals. Career commitment has been regarded as a *sine qua non* towards any meaningful job performance. This study therefore, examined the influence of job-related variables and leadership-motivation on career commitment of the staff at the Federal College of Education (Sp), Oyo, Nigeria. It adopted the descriptive research design of the “*ex-post facto*” type. Two questions were posed and answered. Data were collected through questionnaire. Findings showed that the independent variables jointly accounted for 1.02% of variance in career commitment. In terms of relative contribution, it was revealed that leadership-motivation had the highest contribution ( $\beta = 0.494$ ), followed by job satisfaction ( $\beta = 0.354$ ), and then, job performance ( $\beta = 0.172$ ). Thus, it was recommended among other things that the Management of work organizations should commit resources to the development of leadership training programmes for those in positions of authority. Also, adequate motivational strategies that will promote workers’ job satisfaction and also ensure workers’ commitment to their job should be devised.

**Keywords:** Leadership-Motivation, Job Satisfaction, Job Performance, Career commitment

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## **I. INTRODUCTION**

One of the greatest challenges facing modern Management of any work organization is how to create a good working environment whereby people will want to continue to give their best for the attainment of the organizational goals (Morakinyo, 2010). There is the need therefore for the Management to provide and maintain the physical, administrative and psychological conditions that will intrinsically motivate employees to do what their organization expect them to do, accept and commit themselves to the organization's objectives faithfully, and to dedicate their time and energy to the realization of those objectives. This then calls for organizational commitment, which lies at the heart of the analysis of Human Resource Managers. Indeed, the whole rationale for introducing Human Resource Manager Policies is to increase the levels of commitment so that other positive outcomes can ensue.

According to Walton (Morakinyo, 2010), commitment is thought to result in better quality, lower turnover, a greater capacity for innovation and more flexible employees, which will in turn, enhance the ability of the organization to achieve competitive advantage. Some authors, however, have argued that high commitment could reduce organizational performance. For instance, Cooper and Hartley (1991) argued that commitment might decrease flexibility and inhibit creative problem solving. If commitment reduces staff turnover, this may result in fewer new ideas coming into the organization.

There are several variables that are considered vital to career commitment because all these variables influence the way the person feels about his/her job. Guest (Morakinyo, 2010) maintained that career commitment is affected by such factors as personal characteristics; work experience; leadership-motivation; structural factors and personnel policies. Purcell (2003) also attached prominence to job satisfaction and motivation. In their model Human Resource policies and practices are seen to impact on employee ability/skills, motivation and incentive (in that people can be motivated to use their ability productively via intrinsic and extrinsic rewards) and opportunity. In turn these three factors have an impact on commitment, individual motivation and job satisfaction, all of which have an impact on employees' discretionary behaviour which in turn impacts on job performance.

For an organization to be successful, it must continuously ensure the satisfaction of its employees. Job satisfaction therefore, is one of the criteria for establishing a healthy

structure in any organization. A growing interest has developed in the understanding of the various dimension of job satisfaction, as a significant factor for the effective management of many occupational group as the organization continues to turn their attention towards some managerial issues. Chiwe (1978) and Edem (1993) in Morakinyo (2010) opined that the practical value of job satisfaction has been widely recognized by the behavioural scientists, managers and administrators as a key factor in achieving effectiveness and high productivity in organization. These scholars also stated that the modern managerial concept such as participatory management, productivity, job designation, job involvement, job enrichment and enlargement are examples of direct action and products aimed at achieving organizational goals by improving employees' job satisfaction.

In addition, there appears to be a consensus that leadership and leaders play a significant role in the moral attitude and well-being of staff and that good leadership is paramount to the satisfaction of staff, which in turn, promotes career commitment.

Career commitment has been regarded as a *sine qua non* towards any meaningful job performance. Job performance, in turn leads to the attainment of organizational goals. It is therefore important that the influence of job-related variables and leadership-motivation on career commitment of the staff at the Federal College of Education (Sp), Oyo, Nigeria. To this end, the following research questions were raised and answered so as to guide the study.

- What is the joint contributions of each of the variables (job satisfaction, job performance and leadership-motivation) to Career commitment of workers at the Federal College of Education (Sp), Oyo, Nigeria?
- What is the relative contribution of each of the variables (job satisfaction, job performance and leadership-motivation) to Career commitment of workers at the Federal College of Education (Sp), Oyo, Nigeria?

## **II. REVIEW OF LITERATURE**

It is imperative to reveal the relevance of this study based on review of empirical studies. Relevant literature related to this study are reviewed under different headings as follows.

### **2.1 Career Commitment**

The origin of the concept of commitment could be traced from views based on classics, sociology, psychology and management approaches. The classical view was given by

kierkgard (2008), who sees commitment as being a consequence of choosing with one's whole self to go in a direction, which irrevocably defines that self from such point. This definition views commitment as a set of process that follows a clear-cut pattern without considering the inconsistent nature of commitment due to internal and external factors.

Furthermore, from the sociological perspective, Becker (Morakinyo, 2010) argued that there was little formal analysis of the concept and little attempt at integrating it explicitly with current sociological theory. People make use of the concept, when trying to account for the fact they are engaged in consistent lines of activity and behaviour, especially when a person continues to follow the partly line or remain in the same organization. It is the view of Becker (ibid), that, consistent lines of activity seem to imply a rejection by the actor of feasible alternative.

According to Kantor (2009), commitment described such diverse phenomena as, the willingness of social actors to give their energy and loyalty to social system. However, Step (2000), regarded it as an awareness of the impossibility to choosing a different social identity or not rejecting a particular expectation under forces or penalties. According to Katzell (2001), commitment is the binding of an individual to behavioural acts.

Buchanna (Morakinyo, 2010), operationalized commitment using a rather psychological approach which he defined it to include identification, involvement and loyalty. He saw commitment as a partisan satisfaction of the individual. It was the view of McGregor (Morakinyo, 2010), that, when an individual genuinely identifies himself with a group, leader and subordinates, he is in effect saying that the goals and values associated with that cause have become his own. Self-consciously, he directs his efforts towards those goals and gains that give intrinsic satisfaction through self achievement.

Etzioni(1979), viewed commitment in a rather narrow sense as positive involvement. To him, commitment is the catechize evaluation orientation of an actor to an object, characterized in terms of intensity and direction. Positive catechize evaluative orientation is called commitment while negative catechize evaluative orientation is called alienation. He further saw commitment as moral inducement. Nowadays, Steer and Porter (Morakinyo, 2010) in their argument asserted that commitment differ from the narrower concept of job satisfaction in the sense that commitment is more global, reflecting a general effective response to the organization as a whole.

Crusky (Morakinyo, 2010) was of the view that, people become members of formal organizations because; they can attain objectives they desire through their member. If the individual discovers that he cannot obtain the reward he originally desired, he leaves the organization and joins another. If this is not possible, he accepts those rewards which he can obtain and may at the same time feel less committed to the organization. It was Crusky's contention that readily obtained reward weakens one's obligation to the organization.

Introducing the element of time and the idea of investment, quality of organizational participation in a bid to redefine the simple exchange paradigm, Becker (ibid), stressed that the more one has at stake in an organization the greater the career commitment to the organization. He visualized career commitment mainly as a structural phenomenon which occurs as a result of individual organizational transactions and alternations that can invest over time.

Wiener and Vardi (1980), writing on task and career commitment asserted that, a person could be committed to his work or task but not necessarily to his organization or vice versa. They claimed that task and organizational commitment is clearly two distinct attitudes and could have different effect on behavioural out comes. It is their contention that organizational commitment could be influenced by the introduction of organization oriented behaviour, while task commitment could be influenced in a work setting by task oriented behaviour. Thus, the largest relative contribution to work effort would be made by career commitment, while the largest relative contribution to organizational attachment could be made through organization commitment.

It is the view of this researcher that, although task and organizational commitment may be different or distinct to some extent, they are inter related. An organization is normally set up to achieve goal. This goals could only be achieved by the operation of different task and thus if a task is not performed well enough it could have effect on the total organizational goal. The task of the organization can only be achieved by the provision of necessary tools, good environment and adequate financial support with which to work. A right organizational commitment would no doubt instill a right task commitment.

## **2.2 Leadership Motivation**

Leadership and motivation are two of the most loaded and misunderstood words in management. Individual managers are often seduced by concepts of leadership that show them to be knights in shining armour with superhuman qualities and adoring followers. The followers

rarely have that view of their leaders. Motivation too is often constructed in the same way. How can I motivate the members of my organization?. Although, this ignores the mainsprings of motivation, which are in the performer rather than in the manager of the performer.

We must not, however, underestimate the importance of leadership, motivation and the link between the two. There are indeed sometime needs for individual leaders who have outstanding personal qualities and who achieve extraordinary change in their business, sometimes more subtle leadership qualities are more important, even if they do not merit shining armour and a white charger. Understanding of both leadership and motivation was well developed in the second half of the twentieth century and it is this work which is the basis of understanding and analysis today. Northhouse (1997) suggests that there are four components that characterize leadership; that leadership is a process; it involves influence; it occurs within a group context; and it involves goal attainment. This corresponds with Shackleton's (1995) definition, which we shall use as a working definition.

Leadership is the process in which an individual influences other group members towards the attainment of group and organizational goals (Shackleton, 1995). This definition is useful as it leaves open the question of whether leadership is exercised in a commanding or a facilitative manner. It does suggest however, that the leader in some way motivates others to act in such a way as to achieve group goals. With highly motivated staff, managers can expect better quality performance than from subordinates who are dissatisfied with the work they are doing. The symptoms of dissatisfaction, such as absenteeism and the likes are been shown and they are likely to discover that staff are more willing and able to perform a range of jobs if their individual skills and abilities are fully develop and this leads to improved productivity and better quality.

When employees are satisfied with the work they are doing and with the work environment, they identify more closely with the employing organization. Organization cannot buy loyalty yet they constantly wish to foster it. Employees who are committed to the organization are likely to work harder towards organizational goals and there is less chance of industrial unrest since employees have little dissatisfaction.

If a person with particular skills and abilities finds his or her job suited to those qualities, the work they are doing will be more interesting and, thus likely to produce stress. With more control and leadership motivation, employee would see some scope for development and advancement.

### **2.3 Job Satisfaction**

The concept of job satisfaction has been viewed differently by different scholars. According to Vroom, in Akanbi (1986), job satisfaction is the reaction of the workers against the role they play in their work. Similarly, Blum and Naylor (1988), define job satisfaction as a general attitude of workers, constituted by their approach towards the wages, working conditions, control promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics and group relations apart from the work life. Strauss (Morakinyo, 2010), states that, the concept of job satisfaction is an elusive one. Job satisfaction is obviously related to the meaning of work but the meaning of work is clearly also related to one's view of life. Therefore, according to him, it may be misleading to try to measure something so inherently qualitative in a purely quantitative manner. Job satisfaction is the total of the sentiments related with the job conducted. If the worker perceives that his values are realized within the job, he develops a positive attitude towards his job and acquires job satisfaction (McCormic and Tiffin, 2004).

Strauss and Sayles (1980), claim that one's satisfaction on his job depends on expectations, self-evaluation, social norms, social comparisons, input and output relations and commitment; and that, Naylor (1988), assert that these findings often lead to meaningful hypothesis but that these require a mixture of reality. According to them, to understand job satisfaction better, we must take into consideration the opportunities it offers an individual.

McCormick and Illgen (1980), define job satisfaction in terms of attitude. To them, it is a specific subject of attitudes held by organization members. It is the attitude one has toward his or her job. It is one's response to the job. Vroom in Ogunsanya (1981), regards job satisfaction as the orientation of individuals towards work roles that they are currently occupying. Supporting this definition, Smith, Kendal and Hulin (1979), regard job satisfaction as an affective response of the worker to his job.



According to Apampa (Morakinyo, 2010), job satisfaction as a construct, is a specific subject of attitudes one has towards his or her job, meaning one's effective response to the job he or she has. In like manner, Ugwuegbu (2008) defines job satisfaction as a result of various attitudes that an employee holds towards his job and towards life in general. Job satisfaction, being a subset of attitudes, is the extent of satisfaction or dissatisfaction that dictates the attitudes and responses of employees to their jobs. Therefore, knowledge of these attitudes, according to Ugwuegbu (2008), to which employees respond unfavourably can provide a basis for job design policy and practice decision where possible. Positive features should be strengthened and negative ones altered or removed. To this effect, it is reasonable for employers to be concerned with positive employees' attitudes as an end in itself rather than simply as a means to some ends.

Viewing job satisfaction from a fairly broad perspective, Smith (Obi-keguna, 1994), asserts that the concept refers to an effective response of the worker to his job. He elaborates this definition with the expression that: satisfaction results when a worker's on-the-job experience relates to his own values and needs. Similarly, Hoppock in Ikhioya (1989) defines job satisfaction as any combination of psychological and environmental circumstances that causes a person to say "I am satisfied with my job". This definition is as true today as it was in yesteryears. However, Ozumba (Morakinyo, 2010) argues that job satisfaction can be measured as undimensional (general or global) concept. According to him, the rationale underlying this approach may be that a worker tends to think of his job as a whole rather than as an aggregate of different factor.

All the views thus expressed on job satisfaction point to the fact that it is of negative and positive aspects related to the individual's salary, his physical and emotional working conditions, the authority he has, the autonomous usage of this authority, the level of success he has maintained and the rewards given due to this success, the social status maintained in relation with his job and relations with his colleagues and administrators. Individual elements do not result in job satisfaction. Job satisfaction can therefore only be mentioned if all these elements exist in harmony.

According to Kaya (1995), the most important evidence which indicates that the conditions of an organization have got worsened, is the low rate of job satisfaction. He therefore stressed that job satisfaction is the condition for establishing healthy organizational authority by giving their capabilities such as knowledge ability, education, health etc. to their jobs for which

they spend most of their time. The individuals who cannot meet their expectations with regard to their jobs become dissatisfied. Thus, the dissatisfaction adversely affects the organization for which he works.

According to Kahn (Morakinyo, 2010), job satisfaction is very important for a person's motivation and contribution to production. Work is expected to be challenging, and it is not expected to be dissatisfying, and dissatisfaction will lead to frustration. If workers look upon themselves as generally being satisfied, they will not allow the job to let them down. Also if people respect and see their work as being very important, the workers are more likely to be satisfied. Satisfaction with the job depends on what the workers put into the job and what they get out of it in terms of recognition for excellence. According to Canning and Roberts (1991), factors that bring about job satisfaction in the hospitality industry include recognition from clients, challenging work, authority to judge client, primary responsibility for clients' participation and positive interaction with other workers.

Despite research and practitioners' interest in job satisfaction among workers generally, few studies have sought to explain variation in job satisfaction. Most studies assume that, the work motivations and attitudes of those employed in the public sector counterparts (Perry and Wise, 1990). Yet, public management scholars often make sharp distinctions between public and private sector employees in terms of their organizational behaviour and motivational profiles (Vasu, Stewart and Garson 1998). Job satisfaction is commonly defined as the extent to which employee perceptions (negative or positive) of their job or work environment (Reily, Chatman & Caldwell, 1991). Most efforts to explain job satisfaction have been dominated by the personal environment fit paradigm (Brief, 1998). Simply stated, the more a person's work environment fulfills his/her needs, values or personal characteristics, the greater the degree of job satisfaction. In terms of job satisfaction, the person environmental approach has been applied to studies of need fulfillment (Stone).

## **2.4 Job Satisfaction and Career Commitment**

Very few literatures are found on job satisfaction and career commitment. Ajayi (1981), in his study involving university teachers found out that, university teachers are neither significantly satisfied nor committed to their job such that there was correlation between job satisfaction and career commitment. Similarly, Akanbi (1986), in his study involving College teachers found out that, job satisfaction was positively and significantly related to career

commitment. Lodahl and Kejner (Morakinyo, 2010) found modest correlation between job satisfaction involvement and opportunity to influence the job. According to them, job involvement is related to opportunities for the satisfaction of esteem and growth needs.

For Likert (1967), the greater the involvement of the members of the groups towards its goal, the greater is the motivation and loyalty among the members to achieve goals of the group and also the greater the possibility for achievement of goals.

Lawler and Hall (Morakinyo, 2010) found intrinsic motivation and job involvement to be factorally independent. They still hold that, other things being equal, more people will become more involved in a job that allows them to control and have a chance to use their abilities. Accepting Lawler and Hall's distinction between intrinsic motivation and attitude of job involvement, Kanugo (Morakinyo, 2010), took a fresh look at the notion of involvement. He saw job involvement as a generalized cognitive state of psychological identification with work which depends on the assumption that, work is instrumental in satisfying one's salient needs and expectation. He stressed that all behaviour, including behaviour in work situations, spring from need states of the individual and it is directed towards obtaining outcomes for the satisfaction of salient needs, the development of a need structure within the individual in terms of saliency as influenced by various historical and contemporaneous factors such as group, cultural and organizational norms. The degree of job involvement will depends on the extent to which an individual perceives his salient needs as capable of being met on the job, while individual makes inferences about his own job involvement attitudes by observing his own and the context in which it occurs.

Job satisfaction may have a link with career commitment. Commitment has component parts, for example, identification, involvement and loyalty. Since individuals could react with satisfaction or dissatisfaction to the component of job satisfaction, it is possible that, the individual could react positively or negatively to the indicators of career commitment. In that wise, job satisfaction indicators when taken individually may give a different result from total job satisfaction when correlated with the indicators of career commitment.

### **III. METHODOLOGY**

#### **3.1 Design**

This study employs the descriptive survey research design where the variables are examined “*ex-post facto*”. According to Kerlinger (2006), the *ex-post facto* design is;

*A systematic empirical inquiry in which the scientist does not have direct control of independent variables because their manifestations have already occurred or because they are inherently not manipulable.* Inferences about relations among variables are made without direct interaction from concomitant variation of independent and dependent variable.

#### **3.2 Sample and Sampling Technique**

A total of 200 workers who had spent at least, minimum of five years were selected through purposive sampling technique. They were selected from the total population of both teaching and senior non- teaching staff which is mainly from the Registry (admission unit, council affairs unit, exams and records unit, personnel affairs unit, student’s affairs, general administrative unit and school offices).

#### **3.3 Instrumentation**

Four questionnaires were used in gathering information for the study namely: Workers’ Career Commitment Scale (WCCS) was personally designed by the researchers. This instrument was designed to collect information on Workers’ Career Commitment. It was divided into 2 sections- Section A and Section B. Section A contained items on students’ socio-demographic background such as age, gender, rank/status, marital status and disability status. Section B consisted of 15 items on Workers’ Career Commitment. The items were drawn on a four-point Likert scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) and carried the weights of 4,3,2,1 respectively.

Workers’ Job Satisfaction Questionnaire (WJSQ) was also developed by the researchers. It sought information on workers’ job satisfaction. It has 1 section of 10 items, which were drawn on a modified four-point Likert scale of Most Like Me (MLM), Like Me (LM), Least Like Me (LLM), and Not Like Me (NLM). It was scored with the weights of 4,3,2,1 respectively

Workers’ Job Performance Questionnaire (WJPQ) was also developed by the researchers to seek information on workers’ job performance. It has 1 section of 15 items, which were drawn on a modified four-point Likert scale of Most Like Me (MLM), Like Me (LM), Least Like Me (LLM), and Not Like Me (NLM). It was scored with the weights of 4,3,2,1 respectively.

Leadership-Motivation Questionnaire (LMQ) was developed to collect information on the level of motivation received by the workers from their bosses. It made up of 1 section of 10 items, drawn on a modified four-point Likert scale of Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) and carried the weights of 4,3,2,1 respectively.

#### **IV. RESULTS**

This section presents the results from the analyzed data. The two posed research questions were answered here.

**Research Question 1:** What is the joint contributions of each of the variables (job satisfaction, job performance and leadership-motivation) to Career commitment of workers at the Federal College of Education (Sp), Oyo, Nigeria?

**Result:** Table 2 shows that the independent variables (job satisfaction, job performance and leadership-motivation) jointly predicted the Career commitment of workers at the Federal College of Education (Sp) Oyo, Nigeria at  $R = 0.729$ ,  $P < 0.5$ . The result also shows  $R$  value of 0.102 which means that 1.02% variance in career commitment was accounted for by the prediction of the three independent variables. The result of ANOVA also shows the joint effect of the independent variables on career commitment  $F(7/191) = 282.159$ ,  $P < 0.5$ .

**Research Question 2:** What is the relative contribution of each of the variables (job satisfaction, job performance and leadership-motivation) to Career commitment of workers at the Federal College of Education (Sp), Oyo, Nigeria?

**Result:** Table 3 shows the relative contribution of each of the independent variables to the career commitment workers. It was observed that the order of contributions to the career commitment of workers in terms of magnitude are leadership motivation ( $\beta = 0.494$ ), job satisfaction ( $\beta = 0.354$ ), and job performance ( $\beta = 0.172$ ) respectively. Leadership-motivation therefore, appears to be the most potent contributor to the career commitment of workers.

#### **V. DISCUSSION OF FINDINGS**

Findings from the present study revealed that the combination of the three variables when taken together in predicting career commitment of workers at the Federal College of Education (Sp), Oyo, Nigeria accounted for 0.7% of the variance in career commitment.

The study showed that parameter estimates indicated high correlation coefficient of the independent variables studied, that is leadership motivation, job performance, and job satisfaction all have positive relationship with career commitment of workers. Also we discovered that these variables contributed significantly to the prediction of career commitments among workers at the Federal College of Education (Sp), Oyo, Nigeria.

This finding was supported by Bayfield and Crocket (2002) in their study which concluded that increased leadership motivation make workers to be more motivated and thereby increasing their commitment. This is a reflection of the popular saying that a happy worker is a productive worker and that career committed worker can be experienced when the employees find a leader that has a good working relationship with the subordinates. Also Hopkins (1993) observed that “the nature of supervision in the workplace is defined by relationships that exist between the individual employee and the immediate supervisor”. Likewise Emmert and Taher (1992) and Ting (1997) reported that government employees who enjoyed a supportive relationship with their immediate supervisor experienced higher level job commitment than those who did not.

## **VI. RECOMMENDATIONS**

In view of the findings in this study which underscored the importance of job satisfaction, job performance and leadership-motivation as good predictors of career commitment, the researchers hereby made the following recommendations:

- The Management of work organizations should commit resources to the development of leadership programmes. In furtherance of this, the organization should engage in continuous appraisal of the work situations and its leadership styles at all levels.
- Adequate motivational strategies that will promote workers' job satisfaction and also ensure workers' commitment to their job should be devised.

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## RESULT APPENDIX

**Table1: Descriptive Analysis and Correlation between Variables**

Variables	Mean	SD	1	2	3	4	5	6	7
Career commitment	39.19	8.40	1.000						
Leadership motivation	47.86	10.20	0.65	1.000					
Job performance	38.92	8.09	0.54	0.52	1.000				
Job Satisfaction	40.57	8.95	0.108	0.222	0.108	0.351	1.000		

**Table 2: Multiple Regression Table showing joint contribution of the career commitment**

R= 0.102 R <sup>2</sup> =0.531 Adj R <sup>2</sup> =0.529 Std error =5.7617						
ANOVA						
Source of variation	Sun of Squares	df	Mean square	F	Sig	
Regression	74936.264	7	9367.033	282.159	0.000	
Residual	66096.623	191	33.198			
Total	141032.89	198				

Sig. at 0.05 alpha level

**Table 3: Relative contribution of the independent variable to the dependent variables**

Variables	B	Std Error	Beta	t	Sig.
Leadership motivation	0.407	0.016	0.494	24.049	0.000
Job performance	0.179	0.021	0.172	8.605	0.000
Job satisfaction	0.256	0.034	0.354	20.104	0.000