



## **Career Motivation as Determinants of Career Salience of Librarians in Universities in Southwestern, Nigeria**

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### **Abstract**

*The study probed career motivation as a correlate of career salience among South-Western Nigeria university librarians with an aim to establishing the impact of career prioritisation on organisational effectiveness, job satisfaction and retention. A descriptive correlational survey research design was employed in the study with the sample size being 456 librarians. Questionnaire was used as the instrument for collecting data while frequency count, Pearson correlation, and multiple regression were employed in analysing the data. Findings revealed that all the participants showed high levels of career salience, meaning self-confidence in problem-solving, goal achievement, resourcefulness, and coping ability, and none of the librarians showed low career salience. The findings further showed that career motivation had a positive effect on career salience with a multiple correlation coefficient of  $R = .666$  and  $R^2 = .444$ , showing that career motivation significantly contributes to librarians' professionalism and engagement. The study concluded that career motivation is critical in librarians' professional growth, job satisfaction, and commitment that leads to improved service provision and availability of resources in university libraries. It recommended that university managements invest in formal career development activities such as mentoring, workshops, leadership, and research support to sustain and upgrade librarians' career motivation and identity.*

**Keywords:** Career salience, career motivation, career insight, career identity, librarians and career value

## Introduction

Universities are critical agents for social progress through education, scholarship, and innovation, and librarians are key to this endeavor by overseeing enormous collections of information materials and providing access to scholarly works. Their staff skills in both print and electronic materials enhance the scholarly mission of universities and contribute importantly to institutional achievement. One of the key variables controlling librarians' effectiveness is career salience the importance they assign to their career relative to other domains in life. Career salience affects their workplace performance, ambitions, satisfaction, and health and, as a result, is a valuable variable in studying professional engagement and commitment in academic libraries (Šverko, Babarović & Šverko, 2019). Career salience is synonymous with organisational success due to the fact that dedicated and engaged employees are at the core of meeting institutional goals. Human capital is the greatest asset in the contemporary knowledge economy, and employees' attachment and commitment directly influence sustainability and competitiveness (Lisá, Greškovičová & Krizova, 2021; Liu & Lin, 2021). Career salience, as Hao, Chen, and Shaffer (2025) define it, is the extent to which career is embedded in one's identity and personal fulfillment, and this may differ significantly from individual to individual.

Institutional librarians at universities are motivated and satisfied by intrinsic rewards such as supporting scholarly research, assisting students and staff, and transferring knowledge (Bamgbose & Ladipo, 2017). Career salience, defined as career insight, identity, values, and motivation, determines how librarians frame their role at the individual and professional levels. According to scholars like Yawson et al. (2024) and Ayob et al. (2022), librarians with high career salience are resilient, proactive, and highly institutionally aligned. Career motivation, therefore, being a determinant of career salience, has a key role to play in optimizing librarians' professional commitment and productivity in universities. Finally, career motivation must be fostered to sustain career salience among librarians. Organizations that provide opportunities for professional development, such as training, mentoring, and incentives, create higher librarians' sense of identity and motivation. With the creation of congruent organizational goals and librarians' career values, universities encourage both job satisfaction and retention, as well as greater quality service delivery in their libraries. Hence, career motivation emerges as a determinant of career salience and critical strategic asset for fostering overall performance and influence of university librarians in Southwestern Nigeria.

## **Statement of the problem**

The role of librarians in universities is critical to supporting academic excellence, research, and learning. However, the effectiveness of librarians in fulfilling their responsibilities is influenced by their career motivation and the degree to which they prioritise their professional roles, known as career salience. In South Western Nigeria, where universities are key drivers of education and development, understanding the factors that influence librarians' career motivation and salience is essential for enhancing their performance and job satisfaction. Despite the importance of librarians in academic institutions, there is limited research on how career motivation impacts their career salience in this region. Career motivation, which encompasses intrinsic and extrinsic factors such as personal fulfillment, professional growth, and organisational support, plays a significant role in shaping librarians' commitment to their roles. Retaining motivated and highly engaged librarians is critical for the continued growth and development of university libraries. A lack of career salience can potentially lead to lower job satisfaction, decreased performance, and even attrition among library staff.

## **Objectives of the study**

The main objective was to investigate career motivation as determinants of career salience of librarians in universities in Southwestern, Nigeria. The specific objectives are to:

- i. find out the level of career salience of librarians in universities in south western, Nigeria;
- ii. find out the level of career motivation (career insight, career identity, career value) of librarians in universities in south western, Nigeria; and
- iii. find out the relationship between career motivation (career insight, career identity, career value) and career salience of librarians in universities in south western, Nigeria.

## **Research questions**

The following research questions were derived from the specific objectives:

- i. What is the level of career salience of librarians in universities in southwestern, Nigeria?
- ii. What are the dominant factors of career motivation of librarians in universities in south western, Nigeria?

## Hypothesis

- i. There is no relationship between career motivation (career insight, career identity, career value) and career salience of librarians in universities in south western, Nigeria.

## Literature review

Since the last decade, the meaning of a career has changed significantly due to organisational developments like downsizing, restructuring, and changing societal attitudes. These transformations have resulted in the erosion of the conventional career path and created various career trajectories that compel people and organisations to confront complexities and uncertainty (Doherty, 2020). Historically, careers have been thought of either as a sequence of occupations within a single organisation or as a chosen profession, with conceptions of advancement and meaning (Greenhaus, 2017). Career salience, the work's perceived importance in one's life has been contentious regarding definition and measurement. While Stumpf and Lockhart (2017) had provided a broader definition encompassing work and occupation, Greenhaus's (2017) earlier model remains the more widely used one. However, scholars like Blau (2019), Morrow (2017, 2018), and Morrow, Eastman, and McElroy (2019) have criticized the construct validity of the career salience scale and called for reconsideration. Gender differences in career salience have also been examined. Men were more career-oriented compared to women by Chi-Chang (2019), while Moya, Exposito, and Ruiz (2020) observed that although both men and women are concerned with careers, different factors influence their career aspirations. Instrumental traits and conventional sex-role attitudes improve the salience of careers for men, while education and egalitarian attitudes do it for women. Family responsibilities and relational dependence reduce career salience among women more than among men.

In contrast to the career motivation domains of career motivation, career identity, and career resilience, their factors of concern included career stage, work role salience, position, distance from career goal, match between individual and organisational career plans, managerial support, and job characteristics. But because there wasn't one at the time, they had to create one to gauge career motivation. A 26-item scale with twenty-six items was created by the authors to gauge career motivation. Three distinct components that were found to correspond to the career motivation domains were identified through tests of intercorrelations and internal consistency reliability. Then, the scores for career identity (8 items), career motivation (5 items), and career

resilience (13 items) were combined by averaging the items for each domain. According to Noe et al. (2020) findings, there is a significant relationship between career motivation, work role salience, and job characteristics. This suggests that people who find their jobs to be highly motivating are more likely to have high levels of career motivation, identity, and resilience. Other variables that might have predicted career motivation were either not supported at all or only partially. Overall, the study supported the three elements of career motivation proposed by London, (2017), but it also urged further research into the idea. They state in the article's conclusion: The increasing emphasis on the development of career planning and management systems by organisations indicates that further systematic study of the theory of career motivation is necessary in order to better understand the implications of career interest interventions and individual career attitudes on work attitudes, behaviours, and organisational productivity (Noe et al., 2020).

The relationship between career motivation and career salience is mutually reinforcing. When librarians perceive the significance of their roles within the academic context, it bolsters their career motivation. The tangible impact of their efforts on students, researchers, and the institution validates their choice of career and fuels their intrinsic motivation to excel. Conversely, a high level of career motivation enhances the salience of librarians' roles. Motivated librarians are more likely to seek innovative solutions, continuously improve their skills, and proactively engage with the academic community. These actions, in turn, elevate the visibility and importance of their roles within the institution. The intricate interplay between career motivation and career salience underpins the success of librarians in their roles within universities. The passion for learning, service-oriented mindset, and intellectual stimulation motivate librarians to contribute to the academic community. Simultaneously, the alignment of their roles with the educational mission, research excellence, and information management enhances the career salience of librarians within universities. As these factors reinforce each other, they create a dynamic and rewarding career path for librarians dedicated to advancing knowledge and education.

## **Methodology**

A descriptive survey design of the correlational type was adopted for this study. The population of the study consisted of all 456 librarians in southwestern university libraries in Nigeria. This includes federal universities, state universities and private universities in Nigeria.

Thus, the study employed a census approach with an achieved response rate of 71% of all the entire population participated. Thus, all the academic librarians in southwestern universities, Nigeria participated in the study. The structured questionnaire was used for data collection because it enables large amount of information to be collected from a large number of people in a short period and relatively in a cost-effective way (Alegbeleye et al, 2016). The questionnaire was developed to collect data on demographics of the respondent, career motivation and career salience of universities librarians. Mean and standard deviation was used on research question sections. The research instrument was developed on the framework of a four-point Likert scale with response options: Strongly Disagree (1), Disagree (2), Agree (3), and Strongly Agree (4). Mean scores were interpreted based on actual limits of numbers: 0.00–0.49 (Strongly Disagree), 0.50–2.49 (Disagree), 2.50–3.49 (Agree), and 3.50–4.00 (Strongly Agree) for data analysis and interpretation consistency. Content validity was determined by expert judgment of three research methodology scholars in Library and Information Science, who examined item clarity, relevance, and congruence with study objectives. Reliability was determined in a pilot study of 30 librarians from outside the study area via Cronbach's Alpha, which yielded a coefficient of 0.82. This value, being higher than the 0.70 cut-off value recommended by George and Mallery (2003), confirmed the reliability of the instrument for application in the main study. Pearson Product Moment Correlation statistics was used to answer research questions of research questions. Regression statistics was used to test the hypotheses at 0.05 level of significance.

## Results and discussion

A total of 456 copies of the questionnaire were administered to librarians in universities in south western, Nigeria. Out of the administered questionnaire, 321 copies were returned and found useful for analysis. This gave a response rate of 71.05%.

**Research question one:** What is the level of career motivations of librarians in universities in Southwestern, Nigeria?

**Table 1: Career motivation of librarians in universities in Southwestern, Nigeria**

S/N	Career motivation of librarians	SD	D	A	SA	$\bar{x}$	S.D.
<b>Career insight (Weighted Mean =3.45)</b>							
1	I have a clear understanding of my strengths, skills, and interests that contribute to my career goals	-	-	59 18.4%	262 81.6%	3.82	0.388

2	I actively seek information about various career paths and industries to make informed decisions	-	9 2.8%	198 61.7%	114 35.5%	3.33	0.526
3	I regularly reflect on my career goals and aspirations to ensure they align with my values	-	38 11.8%	103 32.1%	180 56.1%	3.44	0.696
4	I stay informed about the current trends and opportunities in my chosen field	-	34 10.6%	148 46.1%	139 43.3%	3.33	0.658
5	I actively seek feedback from mentors or career counsellors to gain insights into my career path	1 0.3%	28 8.7%	125 38.9%	167 52.0%	3.43	0.663
6	I possess a deep understanding of the qualifications and skill required for my desired career	-	35 10.9%	119 37.1%	167 52.0%	3.41	0.679
7	I regularly assess my personal and professional development in relation to my long-term career goals	2 0.6%	25 7.8%	123 38.3%	171 53.3%	3.44	0.664
8	I actively explore opportunities for skill development and growth within my chosen career field	1 0.3%	27 8.4%	130 40.5%	163 50.8%	3.42	0.657
<b>Career identity (Weighted Mean=3.39)</b>							
9	I strongly identify with the career path I have chosen for myself	1 0.3%	13 4.0%	129 40.2%	178 55.5%	3.51	0.592
10	My chosen career aligns well with my personal values and sense of purpose	-	38 11.8%	143 44.5%	140 43.6%	3.32	0.675
11	I feel a sense of pride and fulfillment in pursuing my chosen career	-	45 14.0%	119 37.1%	157 48.9%	3.35	0.714
12	The career I am working towards reflects my true passion and interests	2 0.6%	29 9.0%	123 38.3%	167 52.0%	3.42	0.680
13	I see my chosen career as an integral part of my identity and self-concept	2 0.6%	31 9.7%	139 43.3%	149 46.4%	3.36	0.679
14	I feel a strong sense of belonging and connection to the professional community associated with my chosen career	-	32 10.0%	147 45.8%	142 44.2%	3.34	0.653
15	My career choice reflects my long-term vision and life goals	3 0.9%	17 5.3%	134 41.7%	167 52.0%	3.45	0.641
16	I can envision myself growing and evolving within my chosen career for the foreseeable future	2 0.6%	37 11.5%	111 34.6%	171 53.3%	3.40	0.714
<b>Career value (Weighted Mean=3.40)</b>							
17	I strongly believe that my chosen career aligns with my personal values and ethics	2 0.6%	19 5.9%	97 30.2%	203 63.2%	3.56	0.635
18	The potential impact and contribution of my career to society are important factors in my motivation	-	37 11.5%	140 43.6%	144 44.9%	3.33	0.674
19	I prioritise a career that allows me to make a positive difference in the lives of others	-	35 10.9%	125 38.9%	161 50.2%	3.39	0.677
20	The alignment between my career goals and societal needs is a key motivating factor for me	-	30 9.3%	140 43.6%	151 47.0%	3.38	0.650
21	I strongly believe that my career contributes to the greater good and wellbeing of others	-	41 12.8%	133 41.4%	147 45.8%	3.33	0.691
22	The values and mission of the organisations within my chosen career field are important considerations for me	2 0.6%	9 2.8%	121 37.7%	189 58.9%	3.55	0.585



23	My career goals are aligned with my personal values, creating a sense of purpose in my work	3 0.9%	33 10.3%	161 50.2%	124 38.6%	3.26	0.677
24	The ethical standards upheld by professionals in my chosen career field are a motivating factor for me	3 0.9%	31 9.7%	118 36.8%	169 52.6%	3.41	0.702
<b>Weighted Mean =3.42</b>							

Table 1 shows that the research instrument was designed on a four-point Likert scale with response options of Strongly Disagree (1), Disagree (2), Agree (3), and Strongly Agree (4). This format provided a structured approach to eliciting participants' opinions. Mean score interpretation was based on the following real limits: 0.00–0.49 (Strongly Disagree), 0.50–2.49 (Disagree), 2.50–3.49 (Agree), and 3.50–4.00 (Strongly Agree) in order to ensure consistency in the analysis. In order to decide on content validity, the instrument was also reviewed by three researchers in Library and Information Science research methods who assessed clarity, relevance, and coverage of the items, upon which necessary corrections were made. Reliability was assured through a pilot test conducted on 30 librarians whose characteristics matched that of the population under study, resulting in a Cronbach's Alpha coefficient of 0.82. This score, as per George and Mallery (2003), is above the 0.70 cut-off and indicates satisfactory internal consistency of the instrument.

Therefore, after this analysis, the research findings revealed that librarians in Southwestern Nigeria demonstrate high motivation towards a career in all aspects—career insight, identity, and values. Career insight (self-knowledge, feedback, skill acquisition) and career values (ethics, contribution, impact on society) were the strongest motivators, closely followed by career identity (professional belonging and sense of membership), which was below that but by a relatively small amount. What this suggests is that librarians are intrinsically motivated, have strong ethical convictions, and have highly defined career goals, but which more institutionally and professionally supportive structures in the way of identity development and sense of belonging in the wider academic and professional setting.

**Table 1a: Test of norm showing level of career motivations of librarians in universities in Southwestern, Nigeria**

Interval	Mean index	Level of career motivation	Frequency	Percentage
1-48		Low	-	-
49-96	<b>81.9720</b>	High	321	100.0



Table 1a showed the level of career motivations of librarians in universities in Southwestern, Nigeria. None of the librarians had a low level of career motivation, and 100.0% (n=321) librarians had high level of career motivations. Hence, there is a high level of career motivation among librarians in universities in the study.

**Research Question two:** What is the level of career salience of librarians in universities in Southwestern, Nigeria?

**Table 2: Career salience of librarians in universities in Southwestern, Nigeria**

S/N	Career salience	SD	D	A	SA	$\bar{x}$	S.D.
1	I can always manage to solve difficult problems if I try hard enough	3 0.9%	12 3.7%	166 51.7%	140 43.6%	3.38	0.606
2	If someone opposes me, I can find the means and ways to get what I want	4 1.2%	21 6.5%	191 59.5%	105 32.7%	3.24	0.623
3	It is easy for me to stick to my aims and accomplish my goals	1 0.3%	44 13.7%	125 38.9%	151 47.0%	3.33	0.717
4	I am confident that I could deal efficiently with unexpected events	3 0.9%	40 12.5%	152 47.4%	126 39.3%	3.25	0.703
5	Thanks to my resourcefulness, I know how to handle unforeseen situations	%	48 15.0%	144 44.9%	129 40.2%	3.25	0.699
6	I can solve most problems if I invest the necessary effort	1 0.3%	49 15.3%	139 43.3%	132 41.1%	3.25	0.717
7	I can remain calm when facing difficulties because I can rely on my coping abilities	2 0.6%	39 12.1%	149 46.4%	131 40.8%	3.27	0.693
8	When I am confronted with a problem, I can usually find several solutions	1 0.3%	50 15.6%	138 43.0%	132 41.1%	3.25	0.720
9	If I am in trouble, I can usually think of a solution	%	23 7.2%	144 44.9%	154 48.0%	3.41	0.621
10	I can usually handle whatever comes my way	2 0.6%	47 14.6%	154 48.0%	118 36.8%	3.21	0.705
<b>Weighted Mean =3.28</b>							

Table 2 showed an analysis of the career salience among librarians in universities in Southwestern Nigeria. Librarians demonstrate a strong sense of confidence in their problem-solving abilities and coping mechanisms. A significant majority, 51.7%, strongly agree that they can manage to solve difficult problems if they try hard enough, highlighting their resilience and determination in overcoming challenges. Additionally, librarians express confidence in their ability to find solutions to unexpected events and unforeseen situations, underscoring their resourcefulness and adaptability in navigating uncertainties within their career.

The table also reflects librarians' self-assurance in sticking to their aims and accomplishing their goals. A substantial proportion, 47.0%, agree that it is easy for them to remain focused on their objectives and achieve them. This suggests a strong sense of purpose and commitment to their career aspirations, contributing to the perceived salience of their career in their lives. Overall, the analysis reveals a strong sense of career salience among librarians in Southwestern Nigeria, characterized by confidence in problem-solving abilities, resourcefulness, goal attainment, and coping mechanisms.

**Table 2a: Test of norm showing the level of career salience of librarians in universities in Southwestern, Nigeria**

Interval	Mean index	Level of career salience	Frequency	Percentage
1-20		Low	-	-
21-40	<b>32.8380</b>	High	321	100.0

Table 2a showed the level of career salience of librarians in universities in Southwestern, Nigeria. None of the librarians had a low level of career salience, and 100.0% (n=321) librarians had high level of career salience. Hence, there is a high level of career salience among librarians in universities in the study.

**Null hypothesis one:** There is no significant relationship between career motivation (career insight, career identity, career value) and career salience of librarians in universities in South Western, Nigeria

**Table 3: Zero-order correlation showing the relationship between career motivation dimensions (career insight, career identity, career value) and career salience of librarians in universities in South Western, Nigeria**

	Career salience	Career insight	Career identity	Career value
Career salience of librarians	1			
Career insight	.366* (.000)	1		
Career identity	.420* (.000)	.514* (.000)	1	
Career value	.465* (.000)	.492* (.000)	.506* (.000)	1
Mean	32.84	27.61	27.14	27.22
S.D.	3.20	2.36	2.70	2.38

\* Sig. at 0.05 level

Table 3 showed that there is a statistical positive significant relationship between career salience of librarians and career insight ( $r=.366$ ,  $p(.000)<.05$ ), career identity ( $r=.420$ ,  $p(.000)<.05$ ), and career value ( $r=.465$ ,  $p(.000)<.05$ ) respectively. Hence, career motivation dimensions influenced/enhanced career salience of librarians in universities in South Western, Nigeria. The hypothesis is rejected.

**Table 4: Pearson Product Moment Correlation (PPMC) showing the relationship between career motivation and career salience of librarians in universities in South Western, Nigeria**

Variables	Mean	Std. Dev.	n	R	p-value	Remarks
Career salience	32.8380	3.20233	321	.510*	<.0001	Sig.
Career motivation	81.9720	6.09066				

\* Correlation is significant at the 0.05 level (2-tailed).

Table 4 showed that there is a statistical significant relationship between career motivation and career salience of librarians in universities in South Western, Nigeria ( $r=.510$ ,  $n=321$ ,  $p(.000)<.05$ ). Hence, career motivation influenced/enhanced career salience of librarians in Universities in South Western, Nigeria in the study. The hypothesis is rejected.

## Discussion of Findings

The study gauged career motivation among university librarians in Southwestern Nigeria using three scales: career insight, career identity, and career value. The findings of this study revealed that librarians were strongly motivated, having high self-awareness, professional identity, and alignment with societal and institutional values. The findings are in line with Sugiyono (2018), who added that career motivation arouses improved job performance and strengthens organizational and personal goals. The study also corroborates Dik et al. (2015) in emphasizing the importance of career awareness—awareness of one's strengths, direction, and aspirations—as paramount to making sound decisions and growing professionally. Overall, the librarians expressed a robust sense of purpose and commitment to their professional work in higher education.

The study also revealed that librarians in Southwestern Nigeria are cognizant of the overall worth of their profession to society and, to this extent, endeavor to render a meaningful

contribution to scholars and society at large. The Career Value dimension represented by the weighted mean score denotes the high level of commitment of librarians to professional ethics and dissemination of knowledge for societal advancement. Their internal drive—grounded in self-knowledge, a sense of belongingness, and dedication to professional ideals—trains their attitudes and behaviors, encouraging high levels of involvement among the academic community. These implications are significant for librarian recruitment, retention, and professional development and ensure that there exists a healthy organizational culture supporting career motivation and job satisfaction. The findings are in agreement with Shahzad and Khan (2023), who emphasized teamwork and collegiality as the key drivers of librarian morale and job commitment. The study also agrees with Aramide and Oguntimehin (2024), who argued that collaborative and inclusive organizational culture generates job satisfaction and productivity among librarians. With self-awareness, professional values, and positive work environment together proved to be the key to motivation. Strong self-aware librarians are able to better relate their career aspirations with their skills and interests. Inclusive and friendly organizational culture provides a sense of belonging, whereas professional ethics provide additional job satisfaction. All these together ensure the long-term success and reach of library services in the region.

The study finds an elevated career salience among Southwestern Nigerian librarians, evident through high problem-solving confidence, being resourceful, meeting goals, and effective coping. Librarians manifested effective proactive and resilient attitude toward workplace challenges, utilizing their professional competence to achieve positive outcomes. This also agrees with the findings of Adeyemi and Adebayo (2020), who emphasized that continuous learning and development in skills such as information retrieval and classification characterize librarians' performance. Moreover, the librarians' resourcefulness and strategic orientation highlight their dedication to organizational success. Ogunsola and Oyeboade (2017) also argued that strategic planning and goal-making are key elements of professional development and productivity. The proof is consistent with Lee (2024), who highlighted the inventive reactions of librarians to different information requirements, particularly in community-based environments. Overall, such features augment librarians' dedication and adaptability, reflecting the strong career salience in the profession in the region.

The study indicates that the various career motivation dimensions, particularly career insight, play a major role in making the career salience of librarians in Southwestern Nigeria

universities. Career insight, or the self-awareness and librarians' clear awareness of their professional goals, is a determining factor in their commitment, motivation, and sense direction. Librarians who have clearly defined career paths are more committed and oriented towards professional values and end up with a better sense of purpose and fulfillment. This finding is supported by Savickas (2010) and Brown & Lent (2017), who note that self-awareness is an essential component in career development that encourages prudent decision-making and goal congruence. Duffy (2020) and Akintunde (2018) also still show that librarians with the capability to establish and work towards their career objectives are more probable to experience significant professional involvement. Fouad & Bynner (2018) also still remind us that career insight advances flexibility, goal determination, and coping with career adversity. Literature overwhelmingly affirms that career insight formation through reflection, self-evaluation, and specific professional development is crucial to maximizing career salience and driving librarians' professional growth.

## **Conclusion**

This study highlights the role of career motivation as a determining factor for career salience in university librarians in Southwestern Nigeria. Findings validate the fact that the most motivated librarians exhibit engagement, and tenacity towards professional callings. Career awareness, career identity, and career value increase their ability to develop realistic professional goals, manage failures, and derive fulfillment from job accomplishment. The study supports existing literature in the sense that goal-oriented professionals are likely to commit to continuous professional development, embrace innovation, and possess a strong purpose in their career. Librarians with well-defined vision statements of their professional aim and objectives are likely to overcome career difficulties and contribute effectively to the academic world.

## **Recommendations**

The following recommendations are hereby made based on the findings of the study:

1. Universities should have structured programs—such as mentorship, professional development, and workshops—to encourage librarians' career motivation through career consciousness, professional identification, and institutional goal congruence.

2. Promote librarians to engage in career planning and reflective practice. Institutions can do this by providing career counseling, personalized development plans, and exposure to different career opportunities in academic librarianship.
3. The administrations of universities should implement policies that recognize and reward librarians' work. Offering rewards like promotion, research funding, and ongoing learning opportunities can greatly increase motivation, job satisfaction, and career value.

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