

**CAREER COMMITMENT, EMOTIONAL INTELLIGENCE, ACHIEVEMENT
MOTIVATION, JOB SATISFACTION, TURNOVER INTENTIONS AND
PROFESSIONAL TRAINING AMONG RECORDS MANAGEMENT
PERSONNEL IN STATE CIVIL SERVICES OF NORTH-EAST, NIGERIA.**

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ABSTRACT

The stratified random sampling technique together with a questionnaire was used for data collection on 1134 out of a population size of 1350 records management personnel and only 990 responded giving a response rate of 87.3 percent.

The study revealed that the respondents exhibited low career commitment. It was also established that professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence had significant correlations with career commitment of the respondents. More importantly, all the five independent variables were found to be significant precursors of career commitment of the respondents. It was also found that there was no significant difference in career commitment of the respondents based on their place of work. This study investigates professional training, turnover intentions, job satisfaction, achievement motivation, and emotional intelligence as precursors of career commitment among records management personnel in State Civil Services of North-east geo-political zone in Nigeria. It was therefore recommended that the State governments and policy makers in the Civil Services of North-east, Nigeria should endeavour to give professional training in modern theory and practice of records management to the respondents. They should also formulate and execute good motivational strategies to stem down turnover intentions and enhance job satisfaction so as to improve career commitment of the respondents. The achievement motivation and emotional intelligence of the respondents should be considered in order to improve their career commitment.

INTRODUCTION

A record is recorded information in physical entity in an organization that serves as evidence of an activity or business transaction performed by the organization and that requires retention for some time period. Government records are public records created and managed through tax payers' money. They are used primarily for achieving transparency, accountability and good governance in public sector management. The need to make the government be responsive to the aspirations of the people by providing high quality services to them necessitates the establishment of records management offices in the Civil Service.

However, records management staff in the State Civil Services in Nigeria are expected to provide efficient and effective information services for smooth administration of government business. Records management as a profession is the planning, controlling, directing, organizing, training, promoting and other managerial activities that have to do with records creation, records maintenance and use, and records disposition including the management of correspondence, forms, directives, reports, machine-readable records, microforms, information retrieval, files, mails, vital records, records equipment and supplies, word processing and source data automation techniques, records preservation, records disposal, and records centres or other storage facilities.

The practice of records management in any organization like Civil Service involves: -

- (i) planning information needs in relation to government functions and priorities;
- (ii) identifying information requiring capture including information and documents being sent, received, created or stored;
- (iii) creating, approving and enforcing records policies, standards and practices, including a system to organize and dispose records;
- (iv) developing a records storage plan, which includes the short and long term housing of physical records and digital information;
- (v) identifying existing and newly created records, classifying them and storing them according to standard operating procedures;
- (vi) coordinating access and circulation of records within and even outside the Civil Service, based on security requirements;
- (vii) executing a retention policy to archive and destroy records according to operational needs, Civil Service policies and procedures, laws, statutes and/or regulations; and
- (viii) budgeting for records management operations.

Moreover, the new Civil Service reforms across State governments in Nigeria placed much emphasis on professionalism and Career Commitment of all categories of employees.

Career Commitment as viewed by Ellemer, Gilder and Heuvel (1998) is the extent to which people felt committed to the individual goals of advancing in their personal careers. Arnold (1990) defined career commitment as degree to which an employee is devoted to his/her chosen line of work or profession. Lopopolo (2002) referred to career commitment as a strong emotional attachment to the individual's chosen occupation or line of work. For the purpose of this study, career commitment is viewed as people's motivations to work toward personal advancement in their profession and a willingness to maintain membership in that chosen line of work or profession.

The three dimensional construct of Career Commitment of any group of employees in an organization such as Public Service include affective commitment which refers to the employee's emotional attachment to, identification with, and involvement in the chosen career field or line of work. The continuance commitment refers to

commitment based on the costs the employee associate with leaving the career field or line of work; and the normative commitment refers to the employee's feelings of obligation to remain with the chosen line of work or career. These three components of Career Commitment have serious implications for the professional development of records management personnel in the world of work.

It must be noted at this juncture that beyond personal factors such as gender, age, marital status, work experience, education, income and job status which have been found in the literature to be significant factors affecting Career Commitment of workers across organizational settings (Johnson, 2004; Jack, 2004; Robert, 2005; Popoola & Oluwole, 2007; Adeyemo & Aremu, 1999; Meyer & Allen, 1984; Sinclair, Martins & Micel, 1999); psychological factors such as emotional intelligence, achievement motivation, job satisfaction and turnover intentions could as well be plausible factors that can be used to explain Career Commitment of records management personnel in both public sector and private sector organizations in a depressed economy like Nigeria.

Good reward systems, opportunity for employment, perceived organizational support, opportunity for career advancement, job security, job values and goals and professional training may equally engender/foster high Career Commitment of records management personnel in any State Civil Service. When an employee like records management staff in an organization has poor work experience, this may necessitate additional professional training for acquisition of new knowledge and skills in order to improve his/her job performance.

However, Ahmad and Abubakar (2003) found that availability of training, support for training, motivation to learn, training environment and perceived benefits of training were all significantly correlated with affective and normative commitment among white collar workers in Malaysia. Similarly, Bartlett and Klein (2001) reported that there existed a significant relationship between training (perceived access to training, support for training, learning motivation and perceived training benefits) and affective commitment among health care workers in United Kingdom. Employees participation in voluntary professional training can be seen as indication of career commitment (Noe, 1996; Birdi, Allan & Warr, 1997).

Odini (1999) defined training as planned and systematic effort to modify or develop knowledge, skill or attitude through learning experience to achieve effective performance in an activity or range of activities. Popoola and Eburnwele, (2007) suggested that the management of information service units should undertake a systematic training and career development programme to build the skills of their current staff and help them grow to full potential within the organization.

The way records management staff experience work in the Public Service in Nigeria influences their intentions to quit or stay. When they experience bad conditions of service such as poor remuneration, slow career progression, lack of career development opportunities, low career prestige and lack of employment

opportunities, their intention to quit their chosen career field may trigger off. Voluntary turnover of employees such as records management staff and other professionals has been a serious concern of governments and Civil Service administrators in Nigeria because of its negative implications for public policy making and Civil Service effectiveness. Voluntary turnover has its potential costs to organizations in terms of loss of valuable human resources and disruptions of ongoing activities (Cascio, 1991). It is noted that turnover intentions are the immediate precursor to actual turnover (Hom et. al, 1992; Mobley, 1977; Steers & Monday, 1981). The relationship between intentions to quit and actual turnover of staff across organizational settings has been well documented in the literature (Hom, Griffeth & Sellaro, 1984; Steel & Ovalle, 1984). Nonetheless, the researchers in the fields of Library, Archival and Information Science as well as organizational behaviour have not shown remarkable interest in explaining the Career Commitment from the standpoint of turnover intentions of information management workers or employees across workplaces. In this study, the relationship between turnover intentions and Career Commitment of records management staff is given a closer look.

However, the links between job satisfaction and turnover intentions of workers in some organizations have been established in literature (Hom, et. al, 1992; Bannister & Griffeth, 1986; Dalessio, Silverman & Schuck, 1986). Nandy (1985) defined job satisfaction as the feelings and emotional aspects of individuals' experiences towards their jobs, as different from intellectual or rational aspects. It is assumed that both job satisfaction and turnover intentions may affect career commitment of records management personnel in any organization like the State Civil Service. Job satisfaction has been found to be related to personnel turnover intentions (Scott & Taylor, 1985), plans to terminate employment (Rosse & Hulin, 1985) as well as career commitment of workers in work organizations (Adefolaju, 2002, Olayiwola-Busari, 2001). It was reported that career commitment had significant relationship with work satisfaction among employees of a financial service organization in Belgium (Ellemers, Gilder and Heuvel, 1998). Similarly, Popoola and Oyewumi (2006) found that there existed a significant positive correlation between job satisfaction and career commitment of records management personnel in State Universities in Nigeria. Job satisfaction has been found to be positively correlated with affective commitment than other forms of commitment (Hackett, et. al, 1994; Meyer et. al, 1993). Again, however, these links have been found to be much stronger between turnover intentions and affective commitment (Hackett, et. al, 1994; Meyer et. al, 1993). Similarly, turnover intentions have been found to be negatively correlated with all forms of commitment (Meyer & Allen, 1991) as well as across organizational and occupational domains or line of work (Meyer et. al, 1993). Irving, Coleman and Cooper (1997) confirmed that job satisfaction and turnover intentions had significant correlations with occupational commitment which is referred to in the literature as career commitment among employees of a Canadian governmental agency. Blau (1989) equally noted that job satisfaction and turnover intentions had significant relationship with career commitment among employees in his studied organizations. Adeyemo (2001) found that job and life satisfaction had

significant multiplicative effect on career commitment of teachers in Secondary schools of Oyo State, Nigeria. Job satisfaction was found to have significant correlation with career commitment of employees across occupational settings (Vandenberg & Scarpello, 1994, Colarelli & Bishop, 1990).

Another construct examined in this study is achievement motivation. It may be defined as the desire of an employee to accomplish a difficult job/task or to overcome obstacles and attain a high standard. Achievement motivation may also be considered as a desire by a person to excel oneself. Achievement motivation is what records management personnel need to succeed in their career field. There is evidence that employees are best-motivated when they are pursuing specific goals. This works best when the goals set are challenging but realistic, and when employees themselves are given the opportunity to participate in deciding upon the goals (Mullins, 1996). Achievement motivation is one of the potent factors for determining an individual behaviour towards task performances (Brunstein & Maier, 2005) and career management. Achievement motivation is one of the potent factors for determining an individual behaviour towards task performances (Brunstein & Maier, 2005) and career management. Achievement motivation is the driving force behind all the human actions in life. It is the basis of human behaviour with reference to needs, desires and ambitions in life. When employees in an organization are committed to their careers, it may be to achieve career goals or make success out of it. The achievement motives include the need for achievement and the fear of failure. These are the predominant motives that direct individual behaviour in an organisation like Civil Service towards positive and negative outcomes.

Nevertheless, Aremu (2004) reported that credentialing, career experience, self-efficacy, emotional intelligence and motivation had significant predicting effect on Career Commitment of young police in Ibadan, Nigeria. Our basic behaviours and feelings are affected by our inner drive to succeed over life's challenges while we set goals for ourselves. Our motivation also promotes our feelings of competence and self-worth as we achieve our goals.

Rooney (2003) found that achievement motivation had significant relationship with occupational commitment of workers in some service organizations in United Kingdom.

The last variable of interest that is being examined in this study is emotional intelligence. Mayer and Salovey (1997) averred that emotional intelligence involves the ability to perceive accurately, appraise and express emotion, the ability to assess and/or generate emotional knowledge, and the ability to regulate emotion so as to promote emotional and intellectual growth. Goleman (1995) theorized that emotional intelligence is equal to, if not more important than intelligence quotient as an important indicator of success in one's professional and personal life. Goleman (1998) posited that an individual's emotional intelligence can affect one's work situation. Emotional intelligence is defined as a person's self-awareness, self-confidence, self-control, commitment and integrity, and a person's ability to communicate, influence, initiate change and accept change (Goleman, 1998).

Aremu (2004) established that emotional intelligence was a significant positive predictor of career commitment among young police in Ibadan, Nigeria. Previous studies equally found that emotional intelligence significantly related to commitment of employees in their surveyed organizations (Melita, 2004; George-Curran & Smith, 2003). Ciarrochi et al. (2001) stressed that being able to understand, perceive and express emotions in an appropriate way can determine whether an individual is successful or not as an employee in a career. It is therefore imperative to state that records management personnel and other information management workers like librarians, information scientists, archivists, statisticians and Documentalist need five domains of emotional intelligence, that is, self-awareness, managing emotions, motivating oneself, empathy and handling relationship for their career commitment and success in the world of work.

It has been noted that records management staff in the state civil services of North-east, Nigeria have good educational qualifications but they are not professionally qualified records managers and archivists. The reason being that they do not have minimum of bachelor degree certificate in archives and records management. They are not well motivated like medical and health workers, engineers, lawyers and accountants who are their professional counterparts. They have poor career path, inadequate training in records and archives management, poor salary and insufficient working materials which result in their low job satisfaction. Some of these records management staff, sometimes seek deployment to other units of work in their various establishments/ministries. It is against this background that the present study investigates professional training, turnover intentions, job satisfaction, achievement motivation, and emotional intelligence as precursors of career commitment of records management personnel in the state civil services of North-east, Nigeria.

PURPOSE OF STUDY

This study seeks to find out if professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence are precursors of career commitment among records management personnel in state civil services of North-east, Nigeria.

RESEARCH HYPOTHESIS

The following hypotheses were formulated and tested at $\alpha = 0.05$ level of significance to pilot the conduct of this study.

1. There are no significant correlations among professional training, turnover intentions, job satisfaction, achievement motivation, emotional intelligence and career commitment of the records management personnel in the state civil services of North-east, Nigeria.
2. Professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence are not significant precursors of career commitment of records management personnel in the State Civil Services of North-east, Nigeria.

3. There is no significant difference in Career Commitment of records management personnel by their place of work/state civil service in the North-east, Nigeria.

RESEARCH METHODOLOGY

The descriptive research design of survey type was adopted for the study. The study population consisted of 1350 records management personnel in the various record offices of the six state civil services in North-east geopolitical zone of Nigeria. The stratified random sampling technique was used to choose 1134 out of 1350 records management personnel with a sampling fraction of 84 percent using probability proportionate to size method. The questionnaire tagged career commitment of records management personnel (CCRMP) scale was the main instrument used for data gathering.

The questionnaire was divided into seven main sections. Section 'A' contained demographic information of the respondents such as job status, gender, age, marital status, career tenure and level of education. Section 'B' dealt with professional training of the respondents. It has 12 items that centred on availability of training, access to training, support for training, motivation to learn, training environment and perceived benefits of training. It has a reliability coefficient of 0.74 using Cronbach-Alpha method. Section 'C' dealt with Turnover intentions of the respondents. It was a 4-item Turnover intentions developed by Bluedorn (1982). The typical examples of the items include: I often think about quitting; it is likely that I will actively look for a new job next year, etc.

It has a reliability coefficient of 0.81 using Cronbach-Alpha method. Section 'D' dealt with Job satisfaction of the respondents. It was a 5-item global Job satisfaction developed by Konrod et. al (1999). The typical examples of the items include: overall, I am pleased with my work; my current work situation is a major source of frustration in my life, etc. It has a reliability coefficient of 0.72 using Cronbach-Alpha method. Section 'E' dealt with Achievement motivation of the respondents. It was a 10-item Achievement motivation scale developed by the researcher. The typical examples of the items include: I am proactive for success in my chosen line of work; when creative ideas occur to me; I quickly act on them; etc. It has a reliability coefficient of 0.82 using Cronbach-Alpha method. Section 'F' dealt with Emotional Intelligence of the respondents. It was a 33-item self report Emotional Intelligence Test (SREIT) developed by Schutte et. al (1998) having four subscales viz: emotion regulation (11 items), emotion facilitation of thought (9 items), emotion perception/appraisal/expression (8 items), and emotion understanding/ knowledge (5 items). The internal consistency reliabilities for the four subscales of the SREIT ranged from 0.61 to 0.83. Section 'G' dealt with Career commitment of the respondents. It was a 16-item Career commitment scale developed by the researcher. The typical examples of the items include: I would be very glad to spend the rest of my life in this career field or line of work; my career

plays a central role in my life, etc. It has a reliability coefficient of 0.88 using Cronbach-Alpha method. All the items in the research instrument-CCRMP scale were structured on a five-point Likert scale anchored by strongly agree=5 to strongly disagree = 1. The overall reliability coefficient of the CCRMP scale was 0.87 using Cronbach-Alpha method.

The copies of the CCRMP scale were administered on the sampled 1134 records management personnel in the state civil services of North-east, Nigeria out of which 990 responded and the copies of their questionnaire (CCRMP Scale) were found valid for analysis. The response rate achieved was 87.3 percent. The six hired research assistants participated in the data collection exercise which lasted for three months. The questionnaire administration and retrieval is shown in

Table 1: Questionnaire Administration and Retrieval

Civil Service	Capital	Population	Sample	Number responded	% response
Adamawa State	Yola	215	181	150	82.9
Bauchi State	Bauchi	235	197	175	88.8
Borno State	Maiduguri	240	202	185	91.6
Gombe State	Gombe	230	193	160	82.9
Taraba State	Jalingo	220	185	145	78.4
Yobe State	Damaturu	210	176	175	99.4
Total		1350	1134	990	87.3

The data collected from the field were analysed using descriptive statistics such as percentages, mean and standard deviation as well as deductive statistics like simple correlation analysis (Pearson's Product Moment Method), Multiple regression analysis, and One-way Analysis of Variance (One-way ANOVA) using C. Stat software package.

THE FINDINGS

The gender distribution of the respondents showed that 635 (64.1%) were males while the rest 355 (35.9%) were females. Of the 990 respondents, 720 (72.7%) were married while 270 (27.3%) were unmarried. The age distribution of the respondents ranged between 19 and 49 years with mean ($x = 38.52$, $SD = 6.54$) years. The distribution of the highest educational qualification of the respondents ranged between senior secondary school certificate (SSCE) and Postgraduate diploma certificate in various subject disciplines other than Archives and records management. The career tenure of the respondents varied from 8 to 29 years with mean ($x = 20.82$, $SD = 5.42$) years. The Table 1 presents the mean and standard deviation scores of career commitment of the respondents.

Table 2: Mean and Standard Deviation Scores of Career Commitment of the Respondents

Items	x	SD
1. I would be very glad to spend the rest of my life in this career field or line of work.	2.98	0.945
2. My career plays a central role in my life	3.26	0.940
3. I feel emotionally attached to my chosen line of work	2.96	0.432
4. I do often think about my personal development in this line of work.	2.48	0.442
5. I enjoy discussing my career field or line of work with people outside of it.	2.38	0.428
6. I have devised coping strategies and a plan for survival and development in this line of work	3.28	0.948
7. I will continue in this line of work because of good employment opportunities	2.38	0.244
8. I am not afraid of what might befall me if I quit this career field or line of work	4.44	0.212
9. My strong belief is that a person must always be truly dedicated to his/her chosen line of work or career field.	2.52	0.233
10. Moving from one career field to another does not seem at all unethical to me	4.98	0.452
11. I feel a sense of moral obligation to remain in this line of work	2.22	0.634
12. Things were rosy in the days when people stayed with one career field or line of work for most of the period of life in Nigeria	4.99	0.728
13. Right now staying with my career field or line of work is a matter of necessity as much as I.	4.96	0.624
14. I would remain in this line of work or career field due to attractive income it offers	2.26	0.186
15. I do not have a strategy for realizing my goals in this career field	4.97	0.438
16. I do bother about health hazards and frustrations associated with my chosen line of work	4.94	0.446

From Table 2, one can see that the most exhibited career commitment traits of the respondents include: They believe that things were rosy in the days when people stayed with one career field or line of work in Nigeria ($X = 4.99$, $SD = 0.728$), Moving from one career field to another does not seem at all unethical to them ($X = 4.98$, $SD = 0.452$), They do not have a strategy for realizing their goals in their career field ($x = 4.97$, $SD = 0.438$), Right now staying with their career field or line of work is a matter of necessity as much as they could ($x = 4.96$, $SD = 0.624$) and They do not afraid of what might be fall them if they quit their career field or line of work ($x = 4.44$, $SD = 0.212$) among others.

Therefore, one could deduce that the majority of the respondents had low career commitment. Table 3 presents the summary of tests of significant correlations between independent variables and career commitment of the respondents.

Table 3: Summary of Tests of Significant Correlations Between Independent Variables and Career Commitment of the Respondents

Variable	N	X	CC (r)	Sig. P
Professional training	900	18.28	0.6244	0.0042
Turnover Intentions	900	12.44	-0.5882	0.0082
Job Satisfaction	900	15.66	0.7666	0.0034
Achievement Motivation	900	22.18	0.6682	0.0028
Emotional Intelligence	900	58.32	0.7428	0.0064
Career Commitment (CC)	900	44.78	1.0000	-

As can be seen, career commitment had significant correlation with: professional training ($r = 0.6244$, $P < 0.05$), turnover intentions ($r = -0.5882$, $P < 0.05$), job satisfaction ($r = 0.7666$, $P < 0.05$), achievement motivation ($r = 0.6682$, $P < 0.05$) and emotional intelligence ($r = 0.7428$, $P < 0.05$) of the respondents. Nonetheless, Table 4 depicts summary of regression analysis of career commitment on independent variables, that is, professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence of the respondents. It is clearly seen that the professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence when combined together are significant precursors of career commitment of the respondents ($F = 26.49$, $df = 5$; 984 , $P < 0.05$).

Table 4: Summary of Regression Analysis of Career Commitment on Independent Variables of the Respondents

Source of Variation	DF	SS	MS	F-ratio	Sig. P
Due to Regression	5	24,895	16997.000	26.49	0.0264
Due to Residuals	984	184,980	187.988		
Total	989	209,875	17184.988		

Adjusted R-Square = 0.6892

Adjusted R = 0.8302

Standard Error of Estimate (SEE) = 13.7109

In addition, professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence had significant multiple correlation with career commitment of the respondents ($R = 0.8302$, $P < 0.05$). Further data analysis revealed that each of the independent variables, that is professional training ($\beta = 0.3426$, $t = 7.72$, $df = 984$, $P < 0.05$), turnover intentions ($\beta = -0.3841$, $t = 6.19$, $df = 984$, $P < 0.05$), job satisfaction ($\beta = 0.4233$, $t = 7.27$, $df = 984$, $P < 0.05$), achievement motivation ($\beta = 0.4426$, $t = 6.14$, $df = 984$, $P < 0.05$), and emotional intelligence ($\beta = 0.4856$, $t = 8.24$,

df=984, P<0.05) is significant precursor of career commitment of the respondents (see Table 5).

Table 5: Summary of Tests of Significance of Independent Variables as Precursors of Career Commitment of the Respondents

Variable		SE (β)	Beta	t	Sig. P
Constant	1.0264	0.2562	-	4.01	0.0421
Professional training	0.3426	0.0444	0.2811	7.72	0.0338
Turnover intentions	-0.3841	0.0621	-0.2182	6.19	0.0226
Job satisfaction	0.4233	0.0582	0.2912	7.27	0.0341
Achievement motivation	0.4426	0.0721	0.3041	6.14	0.0162
Emotional Intelligence	0.4856	0.0589	0.3228	8.24	0.0234

More importantly, emotional intelligence has the greatest relative contribution of (Beta= 0.3228) 32.28 percent to the prediction of career commitment of the respondents; and next to it is achievement motivation with relative contribution of (Beta = 0.6041) 30.41 percent.

Nevertheless, the summary of result of One-way Analysis of Variance for testing significant difference in career commitment of the respondents by their State Civil Service of work/place of work is shown in Table 5. It is obviously seen that there is no significant difference in career commitment of the respondents by their place of work (F= 2.17, df= 5; 984, P< 0.05).

Table 5: One-way ANOVA Showing Test of Significant Difference in Career Commitment of the Respondents by their place of work

Source of Variation	DF	SS	MS	F-ratio	Sig. P
Between groups	5	1640	328.0000	2.17	0.5223
Within groups	984	148,642	151.7337		
Total	989	150,282	479.7337		

DISCUSSION OF FINDINGS

Education and training are very important for manpower development and job performance of employees in an organization like Civil Service. Anderson (2004) reiterated that a sound education at the point of entry to the profession; competency-based training for continuing professional development and involvement in research based inquiry and knowledge creation all have essential roles in developing and sustaining well rounded records professionals, to the greater

productivity. This study found that there was significant positive correlation between professional training and career commitment of the respondents. This means that the more the respondents undergo professional training in the state civil services of North-east in Nigeria, the more they will be committed to their career. Ideally, every organization is expected to give training to its available workforce at every three years so as to improve their work effectiveness and career commitment. Similarly, Ahmad and Abubakar (2003) reported that raining was significantly correlated with affective and normative commitment among while collar workers in Malaysia.

Jones and Goulding averred that commitment to a career could be viewed as willingness to undertake further training and courses and also an evidence of career confidence. Aryee and Tom (1992) reported that teachers and nurses in Singapore who were committed to their profession/career did so to keep up with new developments and attend additional skills training. It must be noted that willingness of a record management worker in an organization to participate in professional development programmes/ activities could be seen as an indication of career commitment. Burrington (1987) noted that involvement in professional associations by an employee can similarly indicate commitment, and can help professionals development both as individuals and in their careers.

This study also revealed that there existed a significant negative correlation between turnover intentions and career commitment of the respondents. This implies that turnover intentions is inversely related to career commitment of the respondents. In a nutshell, the lower the turnover intentions of the respondents, the more they are committed to their career. Cascio (1991) posited that voluntary turnover has its potential cost to organizations in terms of loss of valuable human resources and disruptions of ongoing activities. Turnover intentions have been found to be negatively correlated with all forms/foci of commitment (Ellemers, et al, 1998; Meyer & Allen, 1991), as well as, across organizational and occupational domains or line of work (Meyer et. al, 1993). It must be noted that when a career field is not rewarding in terms of better salary, social prestige, job security, opportunities for employment and regular promotions; information management professionals or workers can exhibit high turnover intentions and eventually turnover to other rewarding career fields. If this event occurs, such information management workers may be said to have low career commitment.

Nevertheless, this study established that job satisfaction had significant positive correlation with career commitment of the respondents. This means that job satisfaction is directly proportional to the career commitment of the respondents. In the same vein, Irving, Coleman and Cooper (1997) established that job satisfaction and turnover intentions had significant correlations with occupation commitment; otherwise known as career commitment in literature among employees of a Canadian governmental agency. Popoola and Oyewumi (2006) found that there was significant positive correlation between job satisfaction and career commitment of records

management personnel in state Universities in Nigeria. Ellemers, Gilder and Heuvel (1998) also established that turnover intentions; job satisfaction and voluntary training were significantly related to career commitment among a representative Deutch population of workers. Blau (1985) and Irving, Coleman and Cooper (1997) also found that turnover intentions, job satisfaction and locus of control had significant relation with occupational commitment of workers in their surveyed organizations. Indeed, professional training, turnover intentions, job satisfaction, personality dimensions, achievement motivation, locus of control, and emotional intelligence are crucial factors that can be used to determine the level of career commitment of workers across occupational and organizational settings.

Nonetheless, the study established low career commitment among the respondents. This may be partly due to poor motivational strategies adopted by the state governments and Civil service administrators to improve work effectiveness, career commitment and organizational commitment of the respondents.

It was also found that there was no significant difference in career commitment of the respondent by their workplace. Popoola and Zaid (2008) similarly found that no significant difference existed in career commitment of the records management personnel by their workplace in Nigeria Federal Universities.

CONCLUSION AND RECOMMENDATIONS

The Federal, State and Local Governments in Nigeria expect their workforce particularly records management personnel to exhibit high level of career commitment so as to make their Civil Services responsive to the aspirations of the populace. Records management personnel occupy a strategic position in the Nigerian state civil service system. They provide valuable information services for the smooth running of the government business. Be that as it may, this study found that professional training, turnover intentions, job satisfaction, achievement motivation, and emotion intelligence had significant correlations with career commitment of the respondents. It was also confirmed that the professional training, turnover intentions, job satisfaction, achievement motivation and emotional intelligence were significant precursors of career commitment of the respondents. The study also revealed that there was no significant difference in career commitment of the respondent based on their workplace. It was therefore recommended that the state governments and policy makers in the civil services of North-east geopolitical zone of Nigeria should give professional training in modern theory and practice of records management to their records management staff. They should endeavour to implement good motivational strategies to stem down turnover intentions and enhance job satisfaction of the records management staff so as to improve their career commitment. In addition, they should give emotional intelligence training to records management staff in order to improve their career commitment. They must also consider achievement motivation as crucial factor in facilitating career commitments of the records management staff.

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