

Motivation, Mentoring, and Job Satisfaction of Library Personnel in university libraries in Osun State, Nigeria

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Abstract

Design/methodology/approach – The study adopted the survey research design. A validated structured questionnaire was used as the instrument of data collection for this study. A total of 140 copies of the questionnaire were administered to library personnel in university libraries in Osun State, Nigeria. A total of 120 participants responded and completed the survey questionnaire giving a response rate of 85.7%. The research questions were done using descriptive statistics. The hypotheses were tested using linear, and multiple regression analysis. The formulated hypotheses were tested at 0.05 levels of significance. The Statistical Package for the Social Sciences (SPSS) version 24.0 was used to analyze the data.

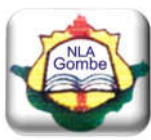
Findings – The results indicate that motivation significantly influences job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result also shows that mentoring significantly affects the job satisfaction of library personnel in university libraries in Osun State, Nigeria. Furthermore, the results indicate that Motivation and mentoring jointly significantly influenced job satisfaction of library personnel in university libraries in Osun State, Nigeria.

Keywords - Job satisfaction, Motivation, Mentoring, Librarians, Library personnel, Nigeria

Introduction

Job is critical in the lives of people of all ages. Their lifestyle and living both socially and otherwise depend on their jobs. Hence, it is essential for them to experience satisfaction in whatever organization they have chosen to work. Satisfaction is the pleasure individuals feel when their needs are fulfilled. Simply put, an individual is satisfied when their expectations, desires, or requirements have been met. Job satisfaction is the sense of fulfilment and pride felt by people who enjoy their work and do it well. It describes how much they are pleased, comfortable, or satisfied with their job. Singh and Jain (2013) defined job satisfaction as the positive and negative feelings of an employee towards his job or is the amount of happiness connected with the job. Kasemsap (2017) sees job satisfaction as the sense of inner fulfilment and pride achieved when performing a particular job. Job satisfaction produces a positive ambience and is critical for organizations' success. Yee, Guo, and Yeung (2015) opined that satisfied employees would have more time to transfer their positive emotions to the customers toward improving organizational profits.

In modern organizations, job satisfaction effectively leads to productivity, reduced job stress, and decreased employee turnover. When employees are satisfied with their jobs, they will



achieve a higher level of performance. Özpehlivan and Acar, (2015) highlight employees' satisfaction in the organization as the most important task for organizational management. Employees are well maintained by promoting activities that lead to their satisfaction. Barween, Muhammad, and Ahmad (2020) argued that enhancing employee satisfaction is critical because it is the key to better business operations. It increases long-term employee productivity and retains profitable customers. Raziq and Maulabakhsh (2015) submitted that to increase employee efficiency, effectiveness, productivity, and job commitment, and the business must satisfy the needs of its employees by providing good working conditions. Employees who have more than job satisfaction are happy to serve and are promoters of products and brands. Szymon, Manuela, and Marina (2020) affirmed that employees who are very committed to their organization ensure a high level of the services' or products' quality, maintenance, productivity and generate higher profits. Job satisfaction can affect employees' feeling of security in the workplace. Wolniak and Olkiewicz (2019) and Niciejewska (2017) observed that satisfied employees feel better in the business, perform better at their work, and feel safe in their future work in the enterprise.

Job satisfaction has been the subject of research in the past several decades. Job satisfaction describes the job's characteristics and the work environment that employees find rewarding, fulfilling, and satisfying. A work environment, either positive or negative, can influence the perception of job satisfaction. Workers' motivation, effectiveness, retention, and performance can be understood mainly through job satisfaction. Motivation and mentorship are crucial factors that can positively influence this perception. These factors may add interest to employees' roles, decrease the element of day-to-day sameness, and lead to greater satisfaction (Hyun-Kyung, Mi-Sook & Gyu-Yil, 2016). The authors emphasized that employee motivation and mentoring strengthen job satisfaction and organization commitment.

Motivation initiates goal-oriented behaviours among workers in the workplace. The term is derived from 'motive', which means moving into action. Motives are forces that induce people to act to ensure the fulfillment of a particular goal at a time. Ekundayo (2018) described motivation as the complexity of forces that inspire an employee to intensify his willingness to use his potentialities to achieve organizational goals or objectives. Compelling motivation creates job satisfaction, resulting in cordial relations between employer and employees. Staff Turnover, disputes, absenteeism, and so on are reduced in organizations where compelling motivation exists. Workers will put their best to work and not seek satisfaction outside the organization where incentives are given. The success of any organization depends upon the optimum utilization of its human resources. The utilization of human resources depends upon the willingness to work by the employees. Wise employers of labor would manage their overhead costs to retain their critical employees through motivation. Engidaw, A.E. (2021) argued that motivated employees would likely be willing to take on tasks, be creative, produce high quality work, and be persistent and productive. On the other hand, unmotivated employees are likely to put little effort into work tasks, produce work of lower quality, avoid the workplace, and even exit their job if allowed to do so. The employees tend to perform much better when they are positively and consistently motivated but perform less when they are poorly motivated, as motivation is directly proportional to the performance of employees.

Mentoring is when a more knowledgeable individual provides counseling, guidance, instructions, modeling, sponsorship, and professional networking to a less experienced individual in the workplace. Mentorship contributes to the advancement of individual careers and provides continuity in organizations. Mentoring is a role for developing and training someone new in the profession (Sukritta, Anusit, Pichet, Ravinder, 2020). The authors further



asserted that a successful mentoring relationship could give mentees personal and professional competencies. Thus, mentees have the capability and opportunity to progress career goals that they chose by themselves. Hence, influential mentors support younger employees to develop their chosen careers leading to satisfaction on the job. Mentoring is essential to enhance job satisfaction and organizational commitment in the new employees (Hyun-Kyung, Mi-Sook & Gyu-Yil, 2016). Over time, formal and informal mentoring have become an integral part of a human resource strategy organizations seek to develop to achieve competitive success (Ndung'u, 2016). Geraci and Thyphen reported in Aishatu, Ngeme, and Olagoke (2021) see mentoring as a variety of activities or relationships, such as teaching, advising, advocacy, role modeling, coaching, sponsoring more so, assisting the mentee with personal Development that can help in achieving a work-life balance.

Many libraries and organizations face the challenge of managing the workforce turnover that the fast-changing work environment may cause in recent times. Libraries face challenging competition because of the emerging competitors in the information world. Any library's survival depends mainly on its personnel's effectiveness and commitment. Personnel plays a crucial role in ensuring their organizations survive. The purpose of any library is to acquire, process, organize and disseminate information resources in different formats and provide access to them. Library personnel, both professionals and para-professionals do the processing and dissemination of information in libraries. Marewo, Mutongi, Nyoni, and Nyoni (2020) maintained that productivity and levels of job satisfaction are considerably declining because workers are not given a strong drive to perform their duties comfortably, amicably, and effectively. They lamented the level at which worker motivation declines, thereby negatively affecting productivity and production. Motivated and adequately mentored personnel will have a committed approach towards the library's objectives. Library employees are expected to perform their tasks to an acceptable level of efficiency to satisfy the information needs of their clients. Therefore, this requires that the library put some structures in place to spur their personnel to perform their job in high spirit. This study hence investigates the influence of motivation and mentoring on job satisfaction of library personnel in university libraries in Osun State, Nigeria

Research Questions

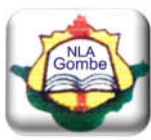
This study will answer the following questions:

1. What is the level of job satisfaction of library personnel in university libraries in Osun State, Nigeria?
2. What is the level of motivation of library personnel in university libraries in Osun State, Nigeria?
3. What is the level of mentoring of library personnel in university libraries in Osun State, Nigeria?

Hypotheses

The following null hypotheses were tested for the research work at 0.05 level of significance.

1. Motivation does not significantly influence the job satisfaction of library personnel in university libraries in Osun State, Nigeria.
2. Mentoring does not significantly influence the job satisfaction of library personnel in university libraries in Osun State, Nigeria.
3. Motivation and mentoring indicators do not significantly influence job satisfaction of library personnel in university libraries in Osun State, Nigeria.
4. Motivation and mentoring do not jointly influence the job satisfaction of library personnel in university libraries in Osun State, Nigeria.



Literature Review

Motivation and Job Satisfaction of Library Personnel

Eze, Okeke, and Okoroafor (2019) studied Motivation and Job Satisfaction of Librarians in Nigerian Public Libraries. This study examined staff motivation and the extent of job satisfaction amongst librarians in public libraries in Nigeria. The analysis revealed that some of the librarians had office furniture and professional development opportunities; however, most were not satisfied with their jobs. This is due to poor remuneration, lack of good infrastructure and ICT facilities/functional Internet, and poor organizational culture/decision-making pattern in most libraries. As a result of the low level of job satisfaction, most of the librarians indicated that they were ready to leave their present jobs for jobs at other places if such opportunities came by.

Okhakhu and Omoike (2017) carried out a research work titled job motivation, satisfaction, and its effects on library officers' productivity in three selected libraries in Ibadan, Oyo State, Nigeria. The research was to examine how job satisfaction affects library officers' productivity. The study concluded that job satisfaction affects library officers' productivity in institutions to a considerable extent. The result shows that a positive attitude such as motivation will increase library officers' performance quality and quantity. The report further revealed that intrinsic rewards also play an essential role in satisfying library officers and therefore recommends that negative attitudes of librarians towards intrinsic rewards should be changed.

Dina and Olowosoke (2018) conducted a study on the effect of motivation and job performance in University libraries in Nigeria. The study was carried out as a tool to enhance the performance of library personnel and effectiveness in the discharge of their duties. The method used for data collection was fact-finding interviews and questionnaires. Two (2) Hypotheses were used, and the research findings proved them to be true. Results showed that the failure to motivate the staff led to a problem of inefficiency. Also, the report states that the most popular means of motivation is the financial method. Reward systems that include job enlargement, job enrichment, promotions, awards, monetary and non-monetary compensation were considered. It was discovered that motivation is of prime importance in spurring the library personnel. Hence, *university librarians should continually motivate their employees for effective job performance in University libraries.*

Sunarsih and Helmiatin (2017) researched the influence of organizational climate, motivation, and job satisfaction on employee performance in universities libraries, Terbuka. The respondents were one hundred twenty (120) employees at both the head and regional offices (UPBJJ-UT) in the Bogondents. The data collection instrument used for the study was questionnaires, and a stratified random probability sampling method was adopted. Multiple regression analysis and Smart Partial Least Square (PLS) were employed as examination methods. Results showed that the effects of organizational climate and job satisfaction on employee performance were insignificant. The findings showed that for motivation, with a p -value < 0.05 . It simply means that motivation has a more positive effect on employees' performance than other variables and significantly influences employee performance.

Hamid (2021) carried out a study on the effect of work motivation on workplace productivity of library professionals using a quantitative research approach and questionnaire among the library professionals working in central libraries of different degree-awarding institutions and universities of Punjab and Islamabad. The study applied various descriptive and inferential statistical tests to extract inferences from data and therefore reported that library professionals are proficient in work motivation. The findings revealed that the library professionals have a



high level of work motivation. Also, the study found a significant relationship between work motivation and work productivity of library professionals. Therefore, it concluded that job motivation energizes employees to put their best efforts into workplace success.

In agreement with the findings of Hamid is that of Echedom and Ezeogu (2020) in the study titled working conditions, staff training, and development programmes as determinants of Librarians' productivity in academic libraries in Imo State, Nigeria. The study adopted a descriptive survey design, and the questionnaire was the instrument for data collection used among the entire population of 79 Librarians from the higher institutions in Imo State. The findings showed that good working conditions increase Librarians' productivity in academic libraries. It also found that opportunities for staff training and development programmes enhance higher job performance among librarians in academic libraries.

Ahmed and Khairunneezam (2017) studied the Influence of Leadership and Motivation on Job Commitment and Performance. The study was carried out to ascertain the impact of leadership and motivation on commitment and employee performance in the Royal Court in Oman. The results of this study showed that both extrinsic and intrinsic motivations have a significant positive influence on job commitment. Also, leadership and extrinsic motivations positively impact the performance of employees. Thus, effective leadership and suitable motivation can increase commitment and improve workers' performance.

A research project submitted by Lawal (2018) for an award of Masters in Business Administration investigates the effect of motivation on employees' performance in Nigerian Tertiary Institutions, emphasising some selected tertiary institutions in Katsina State. The research aimed to examine the effect of Intrinsic, Extrinsic and job motivation on employee performance. Six hypotheses were raised and tested in the study. The results showed that there was a relationship between intrinsic Motivation and Job performance of staff in the tertiary institutions in Katsina State.

Similarly, Ghaffari et al (2017) studied the influence of motivation on Job Performance. The study aims to determine the relationship between motivation and job performance and identify the most dominant motivational factor influencing employees' job performance. The findings of the study show that the most significant motivational factor for job performance was responsibility, while fringe benefits were the second significant factor.

Ibrahim, L.Y. (2015) investigates motivational factors as determinants of coaches' job performance of Nigerian universities of zone A. The design used in the study was a correlation design with a sample of 53 coaches using purposive sampling methods. The study's findings indicated a significant relationship between motivational factors and job performance. It was recommended that extrinsic and intrinsic motivation motivate coaches to do their best.

Mentoring and Job Satisfaction of Library Personnel

A Project report by Nyamori (2015) submitted to the Chandaria School of Business in partial fulfillment for the Degree of Executive Masters in Organizational Development (EMOD) studied the effect of workplace mentoring on employee performance using the case of SOS Children's Villages. The descriptive research design was used in this study. The study population comprised 160 SOS Children's Villages staff, and the primary data collection method used was questionnaires. The data were analyzed statistically in percentages, frequencies, and means. Pearson correlation was computed for inferential statistics by use of SPSS software. The findings revealed that mentorships allow new practitioners to set and



achieve their job roles. Mentorship aims to increase employee proficiency in employees jobs. The report also stated that the vital function of mentoring is job motivation.

Similar, Opara and Odu (2019) examined the relationship between mentoring and employees' commitment to manufacturing firms in Port Harcourt. The study adopted a cross-sectional survey research design. The analysis revealed that mentoring dimensions such as career support, psychological support, and knowledge sharing significantly correlate with employees' commitment. The study concluded that mentoring ignites and sustains employees' commitment. Consequently, the study recommended that experienced managers and superior officers be empathetic and make themselves accessible to less professional colleagues to cement mentor-mentee relationships.

Also, Chatterjee; Dey, and Chaturvedi (2021) investigated the effect of mentoring on job performance among Indian Millennials. The study was conducted to determine how to motivate them and maximize their performance in the labour market. The correlation, regression, and SEM analyses confirmed that mentoring influenced total job performance and contextual and task performance in Indian millennials.

Also, a study by Onuoha (2017) sought to investigate mentoring effectiveness and job satisfaction of library personnel in private universities in South-west Nigeria. The research findings revealed that the majority of the respondents are satisfied to a large extent with their jobs using both intrinsic and extrinsic measures. Mentoring was also found to be most effective. However, the least areas of effectiveness were providing motivation and giving opportunities to share. A positive relationship was found to exist between mentoring effectiveness and job satisfaction. The findings of the study concluded that mentoring is central to job satisfaction.

Ofobruku and Nwakoby (2015) on the effects of mentoring on employees' performance in a family business. The construction Industries in Abuja were critically investigated. The study employed a survey research design using both quantitative and qualitative approaches. The study's findings revealed that mentoring such as career support positively affects employees' performance more than psychosocial support. This research concluded that performances among employees are based on the degree of mentorship program put in place in the organization.

Theoretical Framework

Herzberg's motivation-hygiene theory is relevant to this study. This theory states that job satisfaction and no satisfaction is a product of motivation and hygiene (Herzberg, 2003). Motivation is seen as an intrinsic force that drives individuals to attain personal and organizational goals. According to Herzberg (2003), the motivation factors generally related to job content are achievement, recognition, work itself, responsibility, the opportunity for promotion, and advancement. The hygiene factors associated with job context are interpersonal relationships, working conditions, company, and administrative policies. Motivation and mentoring could be tools for employee job satisfaction. This theory is flexible and could be applied by university library management to address motivation, mentoring, and job satisfaction in university libraries. The university management could boost library personnel morale and job satisfaction by appropriately addressing motivation and mentoring challenges. Suppose university library management recognizes and takes care of the intrinsic and extrinsic factors that could help library personnel attain personal and organizational goals. In that case, they will be inspired to achieve more and give their best to the organization. However, this study investigated the influence of motivation and mentoring on job satisfaction of library personnel in university libraries in Osun State, Nigeria.



Methodology

This investigate the fluence of motivation and mentoring on job satisfaction of library personnel in university libraries in Osun State, Nigeria. The study adopted the survey research design. A validated structured questionnaire was used as the instrument of data collection for this study. A total of 140 copies of the questionnaire were administered to library personnel in university libraries in Osun State, Nigeria. A total of 120 participants responded and completed the survey questionnaire giving a response rate of 85.7%. The research questions were done using descriptive statistics. The hypotheses were tested using linear, and multiple regression analysis. The formulated hypotheses were tested at 0.05 levels of significance. The Statistical Package for the Social Sciences (SPSS) version 24.0 was used to analyze the data.

Result

Analysis of Research Questions

Table 1: Level of Job Satisfaction of Library Personnel in University Libraries

Statements	Very High (%)	High (%)	Low (%)	Very Low (%)	Mean	S.D	Average Mean
Conducive Work Environment							
My library physical environment is encouraging	58 (48.3)	40 (33.3)	0 (0)	22 (18.3)	3.30	0.76	2.95
I am happy to go to work on a daily basis	25 (20.8)	42 (35.0)	16 (13.3)	37 (30.8)	2.63	0.96	
I am happy with the way my library is managed	36 (30.0)	48 (40.0)	9 (7.5)	27 (22.5)	2.93	0.91	
Remuneration							
My salary is regular	44 (36.7)	67 (55.8)	0 (0)	9 (7.5)	3.29	0.60	2.89
My salary is at par with other academic staff of the university	35 (29.2)	58 (48.3)	8 (6.7)	19 (15.8)	3.00	0.85	
My current designation corresponds with my current salary	32 (26.7)	45 (37.5)	15 (12.5)	28 (23.3)	2.78	0.98	
I am happy with my current salary	18 (15.0)	45 (37.5)	24 (20.0)	33 (27.5)	2.48	0.98	
Recognition							
I am given recognition for good work performed	52 (43.3)	48 (40.0)	3 (2.5)	17 (14.2)	3.24	0.79	3.03
I am allowed to use my initiatives on the job	41 (34.2)	54 (45.0)	0 (0)	25 (20.8)	3.13	0.73	
My opinion on work and related issues are respected	24 (20.0)	51 (42.5)	14 (11.7)	31 (25.8)	2.71	0.92	
Promotion							
My promotion is timely	29 (24.2)	64 (53.3)	3 (2.5)	24 (20.0)	2.99	0.74	2.81
My promotion corresponds with my input in the library	42 (35.0)	59 (49.2)	5 (4.2)	14 (11.7)	3.15	0.79	
I am satisfied with the promotion policy and process of the library	15 (12.5)	41 (34.2)	27 (22.5)	37 (30.8)	2.37	0.97	
Grand Mean = 2.92 (73%)					0.84		

N=120 (Source: Field Survey, 2022)

***Decision Rule: if mean is ≤ 1.49 = Very Low; 1.5 to 2.49= Low; 2.5 to 3.49= High; 3.5 to 4= Very High.



Table 2 reveals a descriptive analysis of the level of job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result shows that the Grand Mean of level of job satisfaction of library personnel is $\bar{x} = 2.92$ (73%). This result implied that the level of job satisfaction of library personnel is high in university libraries in Osun State, Nigeria. However, the result indicated that the level of conducive work environment is high with Average $\bar{x} = 2.95$. Also, the result indicated that the level of remuneration is high with Average $\bar{x} = 2.89$. In addition, the result indicated that the level of recognition is high with Average $\bar{x} = 3.03$. Finally, the result indicated that the level of promotion is high with Average $\bar{x} = 2.81$.

Table 2: Level of Motivation Library Personnel in University Libraries

Statements	Very High (%)	High (%)	Low (%)	Very Low (%)	Mean	S.D	Average Mean
Responsibility							
I am given opportunity to use my ability	19 (15.8)	50 (41.7)	23 (19.2)	28 (23.3)	2.54	0.98	2.74
My boss gives me greater responsibility	16 (13.3)	51 (42.5)	20 (16.7)	33 (27.5)	2.53	0.93	
I am being treated by my boss with passion, care and respect	42 (35.0)	54 (45.0)	1 (0.8)	23 (19.2)	3.14	0.75	
Achievement							
I have a sense of challenge and achievement	18 (15.0)	48 (40.0)	18 (15.0)	36 (30.0)	2.55	0.92	3.14
I enjoy discussing about my university with outsiders	51 (42.5)	66 (55.0)	0 (0)	3 (2.5)	3.40	0.54	
My job skills increase my competence and efficiency	59 (49.2)	60 (50.0)	0 (0)	1 (0.8)	3.48	0.52	
Job Security							
I have job security in my university	64 (53.3)	53 (44.2)	0 (0)	3 (2.5)	3.51	0.55	3.46
My workplace is a safe place to work	57 (47.5)	62 (51.7)	0 (0)	1 (0.8)	3.47	0.52	
There is just and fair treatment of employee by my university	54 (45.0)	60 (50.0)	0 (0)	6 (5.0)	3.40	0.59	
Grand Mean = 3.1 (77.5%)					0.7		

N=120 (Source: Field Survey, 2022)

***Decision Rule: if mean is ≤ 1.49 = Very Low; 1.5 to 2.49= Low; 2.5 to 3.49= High; 3.5 to 4= Very High.

Table 3 reveals descriptive analysis of level of Motivation of library personnel in university libraries in Osun State, Nigeria. The result shows that the Grand Mean of level of job satisfaction of library personnel is $\bar{x} = 3.1$ (77.5%). This result implied that the level of Motivation of library personnel is high in university libraries in Osun State, Nigeria. However, the result indicated that the level of responsibility is high with Average $\bar{x} = 2.74$. Also, the result indicated that the level of achievement is high with Average $\bar{x} = 3.14$. Finally, the result indicated that the level of job security is high with Average $\bar{x} = 3.46$.

Table 3: Level of Mentoring Library Personnel in University Libraries

Statements	VH (%)	H (%)	MH (%)	MVL (%)	L (%)	Mean	S.D	Average Mean
Career Support								
My mentor supports my professional goals.	66 (55.0)	54 (45.0)	0 (0)	0 (0)	0 (0)	3.55	0.50	3.45
My mentor inspires me to take advantage of professional development programs	45 (37.5)	56 (46.7)	0 (0)	7 (5.8)	12 (10.0)	3.16	0.83	
My mentor gives me responsibilities that enhances my career development on the job	80 (66.7)	36 (30.0)	0 (0)	0 (0)	4 (3.3)	3.63	0.55	
Psychosocial Support								
I discuss my personal concerns and problems with my mentor.	75 (62.5)	25 (20.8)	0 (0)	6 (5.0)	14 (11.7)	3.41	0.88	3.37
I socialize with my mentor after work.	34 (28.3)	44 (36.7)	0 (0)	12 (10.0)	30 (25.0)	2.83	0.96	
My mentor and I always confide in each other.	23 (19.2)	61 (50.8)	0 (0)	3 (2.5)	33 (27.5)	2.87	0.74	
Role Modelling Support								
I always emulate my mentor.	9 (7.5)	53 (44.2)	0 (0)	22 (18.3)	36 (30.0)	2.41	0.87	2.81
I generally like my mentor's lifestyle.	19 (15.8)	58 (48.3)	0 (0)	10 (8.3)	33 (27.5)	2.72	0.83	
I admire my mentor's ability to motivate others.	49 (40.8)	58 (48.3)	0 (0)	1 (0.8)	2 (10.0)	3.29	0.68	
Grand Mean = 3.21 (80.3%)							0.76	

N=120 (Source: Field Survey, 2022)

***Decision Rule: if mean is ≤ 1.49 = Very Low; 1.5 to 2.49= Low; 2.5 to 3.49= High; 3.5 to 4= Very High.

Table 4 reveals a descriptive analysis of level of mentoring of library personnel in university libraries in Osun State, Nigeria. The result shows that the Grand Mean of level of job satisfaction of library personnel is $\bar{x} = 3.21$ (80.3%). This result implied that the level of mentoring of library personnel is high in university libraries in Osun State, Nigeria. However, the result indicated that the level of career support is high with Average $\bar{x} = 3.45$. Also, the result indicated that the level of psychosocial support is high with Average $\bar{x} = 3.37$. Finally, the result indicated that the level of role modelling support is high with Average $\bar{x} = 2.81$.

Test of Hypotheses

Hypothesis One: Motivation does not significantly influence job satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Table 5a: Linear Regression Analysis of Influence of Motivation on Job Satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.898	3.627		1.902	0.060
Motivation	1.110	0.128	0.624	8.664	0.000

a. Dependent Variable: **Job Satisfaction**

R = 0.624, R Square = 0.398, Adjusted R square = 0.384, F (1, 119) = 75.060

***0.05 Significant Level

Table 5b: Multiple Linear Regression Analysis of Relative Influence of Motivation on Job Satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.865	4.081		2.907	0.004
Responsibility	1.381	0.296	0.431	4.665	0.000
Achievement	1.381	0.531	0.274	2.601	0.011
Job Security	0.171	0.416	0.034	0.410	0.682

a. Dependent Variable: **Job Satisfaction**

R = 0.652, R Square = 0.424, Adjusted R square = 0.410, F (1, 117) = 28.519

*****0.05 Significant Level**

Table 5a indicated that motivation significantly influences the job satisfaction of library personnel in university libraries in Osun State, Nigeria at $p = 0.000 < 0.05$. The result shows that the t-value is noted to be 8.664. The Adjusted R-Square is 0.384; this means that 38.4% of the motivation variation can be explained by the job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result also shows the positive slope of ($B = 1.110$). The result further shows that there is a positive relationship between motivation and job satisfaction of library personnel in university libraries in Osun State, Nigeria with ($Beta = 0.624$). This means that a unit increase in motivation results in a 62.4% increase in job satisfaction of library personnel in university libraries in Osun State, Nigeria. However, the significant value of 0.000 is the calculated value and it is used to compare the t-tabulated value of 0.05 (5% standard value). Since $0.000 < 0.05$, the null hypothesis is rejected. Therefore, the result concluded that motivation significantly influences job satisfaction of library personnel in university libraries in Osun State, Nigeria.

Table 5b indicated the relative influence of motivation indicators (responsibility, achievement, and job security) on job satisfaction of library personnel in university libraries in Osun State, Nigeria. Responsibility ($\beta = 0.431$, $t = 4.665$, $p < 0.05$) and achievement ($\beta = 0.274$, $t = 2.601$, $p < 0.05$) significantly influenced job satisfaction of library personnel in university libraries in Osun State, Nigeria. However, job security ($\beta = 0.034$, $t = 0.410$, $p > 0.05$) does not significantly influenced job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result indicated that motivation indicators contributed 41% (Adjusted R square = 0.410) variation on job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result implies that motivation indicators, especially responsibility and achievement, can enhance the job satisfaction of library personnel in university libraries in Osun State, Nigeria.

Hypothesis Two: Mentoring does not significantly influence job satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Table 6a: Linear Regression Analysis of Influence of Mentoring on Job Satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.401	4.657		3.092	0.002
Mentoring	0.847	0.166	0.426	5.110	0.000

b. Dependent Variable: **Job Satisfaction**

R = 0.426, R Square = 0.181, Adjusted R square = 0.174, F (1, 119) = 26.117

*****0.05 Significant Level**



Table 6b: Multiple Linear Regression Analysis of Relative Influence of Mentoring on Job Satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	12.796	4.984		2.567	0.012
Career Support	1.254	0.479	0.240	2.618	0.010
Psychological Support	1.183	0.414	0.280	2.856	0.005
Role Modelling Support	0.173	0.469	0.037	0.369	0.713

b. Dependent Variable: **Job Satisfaction**

R = 0.445, R Square = 0.198, Adjusted R square = 0.177, F (1, 117) = 9.535

*****0.05 Significant Level**

Table 6a indicated that mentoring significantly influences job satisfaction of library personnel in university libraries in Osun State, Nigeria at $p = 0.000 < 0.05$. The result shows that the t-value is noted to be 5.110. The Adjusted R-Square is 0.174; this means that 17.4% of the variation in mentoring can be explained in the job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result also shows the positive slope of ($B = 0.847$). The result further shows that there is a positive relationship between mentoring and job satisfaction library personnel in university libraries in Osun State, Nigeria with ($Beta = 0.426$). This means that a unit increase in mentoring results in a 42.6% increase in job satisfaction of library personnel in university libraries in Osun State, Nigeria. However, the significant value of 0.000 is the calculated value and it is used to compare the t-tabulated value of 0.05 (5% standard value). Since $0.000 < 0.05$, the null hypothesis is rejected. Therefore, the result concluded that mentoring significantly influences the job satisfaction of library personnel in university libraries in Osun State, Nigeria.

Table 6b indicated the relative influence of mentoring indicators (career support, psychological support, and role modeling support) on job satisfaction of library personnel in university libraries in Osun State, Nigeria. Career support ($\beta = 0.240$, $t = 2.618$, $p < 0.05$) and psychological support ($\beta = 0.280$, $t = 2.856$, $p < 0.05$) significantly influenced job satisfaction of library personnel in university libraries in Osun State, Nigeria. However, role modeling support ($\beta = 0.037$, $t = 0.369$, $p > 0.05$) does not significantly influence the job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result indicated that mentoring indicators contributed 17.7% (Adjusted R square = 0.177) variation on job satisfaction of library personnel in university libraries in Osun State, Nigeria. The result implies that mentoring indicators especially, career support and psychological support have the prospect of enhancing job satisfaction of library personnel in university libraries in Osun State, Nigeria.

Hypothesis Three: Motivation and Mentoring does not jointly significantly influence job satisfaction of Library Personnel in University Libraries in Osun State, Nigeria

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.894	4.514		.863	0.390
Motivation	0.971	0.127	0.545	7.622	0.000
Mentoring	0.527	0.142	0.265	3.702	0.000

a. Dependent Variable: **Job Satisfaction**

R = 0.673, R Square = 0.453, Adjusted R Square = 0.444, F (2, 118) = 48.434

*****0.05 Significant Level**



Table 4.9 indicated that Motivation and mentoring jointly significantly influenced job satisfaction of library personnel in university libraries in Osun State, Nigeria. at $p = 0.000 < 0.05$. The table also shows that the analysis of variance (ANOVA) for the regression yielded an F-value of $F(2, 118) = 48.434$ at ($P < 0.05$ level). This implies that the combined influence of the independent variables on the dependent variable was significant. This indicates that Motivation and mentoring significantly influence job satisfaction of library personnel in university libraries in Osun State, Nigeria. Besides, the table also reveals a coefficient of multiple correlation $R=0.673$, coefficient of $R^2=0.453$ and adjusted $R^2=0.444$. The model implies that Motivation and mentoring jointly account for 44.4% change of variation of job satisfaction of library personnel in university libraries in Osun State, Nigeria.

In other words, 44.4% of variability in conformity to job satisfaction of library personnel is explained by Motivation and mentoring. The remaining 55.6% as observed here may be due to other factors influencing job satisfaction of library personnel in university libraries in Osun State, Nigeria. Consequently, the null hypothesis that, Motivation and mentoring have no joint significant influence on job satisfaction of library personnel in university libraries in Osun State, Nigeria is therefore rejected. In terms of magnitude, the result shows that the independent variables contributed differently to job satisfaction of library personnel. Specifically, motivation contributed the most to job satisfaction of library personnel with ($\beta = 0.545$; $P < 0.05$) and follow by mentoring ($\beta = 0.265$; $P < 0.05$).

Discussion of Findings

The findings of the study show that the level of job satisfaction of library personnel is high. The indicators such as conducive work environment, remuneration, recognition and promotion used to measure the level of job satisfaction of the library personnel were found to be high. The findings agrees with the findings of Ibrahim, (2015), Okhakhu and Omoike (2017), Sunarsih and Helmiatin (2017), Dina and Olowosoke (2018) whose studies investigated the influence of motivation on job satisfaction and found a positive influence of motivation on job satisfaction of their respondents. Conversely, the study of Eze, Okeke, and Okoroafor (2019), which examined staff motivation and the extent of job satisfaction amongst librarians in public libraries in Nigeria, reported a low level of job satisfaction among their respondents. The low level of satisfaction was due to poor remuneration, lack of good infrastructure and ICT facilities/functional Internet, and poor organizational culture/decision-making pattern in most of the libraries.

The finding also reveals that library personnel's motivation level is high. The results agree with the findings of Ibrahim (2015), whose study investigated motivational factors as determinants of coaches' job performance in Nigerian universities and reported a high level of motivation among the coaches. The findings also confirmed with Sunarsih and Helmiatin (2017), whose study on the influence of organizational climate, motivation, and job satisfaction on employee performance in universities libraries, Terbuka reported a high level of motivation among the university libraries employees.

Furthermore, the findings show that the level of mentoring of library personnel is high in university libraries. The level of career support, psychosocial support, and role modelling support were high. The findings of the study concurs with the findings of Nyamori (2015), Onuoha (2017), Opara and Odu (2019) whose studies examined the influence of workplace mentoring on employees' performance. The study of Ofobruku and Nwakoby (2015) on the effects of mentoring on employees' performance in a family business found mentoring such as career support has a more positive effect on employees' performance than psychosocial support



whereas in the current study, both career support, psychosocial support factors were found to have positive effect on employees' performance and job satisfaction.

The first hypothesis which stated that motivation does not significantly influence job satisfaction of library personnel was rejected based on the result. The findings show that motivation significantly influences job satisfaction of library personnel in university libraries in Osun State, Nigeria at $p = 0.000 < 0.05$. It also shows the relative influence of motivation indicators (responsibility, achievement and job security) on job satisfaction of library personnel in university libraries as: responsibility ($\beta = 0.431$, $t = 4.665$, $p < 0.05$) and achievement ($\beta = 0.274$, $t = 2.601$, $p < 0.05$). The result implies that motivation indicators, especially responsibility and achievement, can enhance job satisfaction of library personnel in university libraries. The results concord with the study of Sunarsih and Helmiatin (2017), which investigated the influence of organizational climate and motivation on job satisfaction in universities libraries, Terbuka. The findings also agree with the findings of Dina and Olowosoke (2018). Their study examined the effect of motivation and job performance in University libraries in Nigeria and reported that reward systems such as job enlargement, job enrichment, promotions, awards, monetary and non-monetary compensation as factors that motivated the university libraries personnel in their job.

The second hypothesis which stated that mentoring does not significantly influence job satisfaction of library personnel in university libraries was rejected based on the analysis results. The findings show that mentoring significantly influences job satisfaction of library personnel in university libraries at $p = 0.000 < 0.05$. The findings also show the relative influence of mentoring indicators (career support, psychological support and role modelling support) on job satisfaction of library personnel in university libraries at: career support ($\beta = 0.240$, $t = 2.618$, $p < 0.05$) and psychological support ($\beta = 0.280$, $t = 2.856$, $p < 0.05$). The findings conformed with the studies of Ofobruku (2015), Onuoha (2017), and Chatterjee, Dey, and Chaturvedi (2021), which examined the effects of mentoring on the job satisfaction of their respondents. Also, the mentoring indicators agree with the findings of Opara and Odu (2019) that reported that career support psychological support correlates with employees' commitment.

The third hypothesis, which stated that the combination of motivation and mentoring does not significantly influence job satisfaction of library personnel in university, was rejected based on the analysis results. The findings show that motivation and mentoring have a significant combined influence on job satisfaction of library personnel in university libraries at $p = 0.000 < 0.05$, while the analysis of variance (ANOVA) for the regression yielded an F-value of $F(2, 118) = 48.434$ at ($P < 0.05$ level). The findings concord with the findings of Okhakhu and Omoike (2017), Sunarsih and Helmiatin (2017), Dina and Olowosoke (2018), Echedom and Ezeogu (2020) and Hamid (2021) whose studies investigated the influence of motivation on job satisfaction. On mentoring, the findings agree with the findings of Onuoha, et. al (2017), Opara and Odu (2019) and Chatterjee, Dey, and Chaturvedi (2021) whose studies examined the effects of mentoring on job satisfaction.

Conclusion and Recommendation

Motivation and mentoring of library personnel play a vital role in their development and satisfaction on the job. In organizations with quality incentives, untapped physical and mental abilities reservoirs are tapped to the maximum. The resultant effect is high productivity, low cost of production, and job satisfaction. Employees who are satisfied with their work and work environment will contribute positively toward organizational goals and objectives. Motivation and mentoring are effective instruments in the hands of management to maximize the efficiency

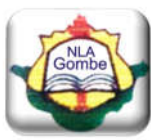


of operations as motivated employees give greater performance than demotivated ones. The findings of the study show that library employees experience job satisfaction when they are motivated on the job. The findings also show that mentoring positively affects employees' job satisfaction. Therefore, university libraries management should ensure that the level of job satisfaction of their personnel is sustained by:

1. Providing a conducive work environment for their personnel to strive always
2. paying personnel salaries according to their designations regularly
3. Recognizing their personnel contributions to the library's goals and objectives regularly
4. Ensuring that their personnel are promoted timely.
5. Providing adequate security for their personnel
6. Mentoring activities such as career support, psychological support, and role modelling support continued to encourage the transfer of expertise from experienced personnel to younger library personnel in the profession to increase their loyalty and job productivity.

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