

Full Length Research

Motivation and Job Satisfaction of Librarians in Federal and State University Libraries in Southern Nigeria

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Job satisfaction is of paramount importance to the librarians to ensure effective performance in service delivery. In spite of the significance of job satisfaction to librarians in university libraries in Nigeria, extant literature and anecdotal evidence indicated it was low. Motivation (responsibility, achievement and job security) is needed to enable librarians to have job satisfaction (recognition, promotion, conducive work environment, and remuneration) in university libraries in Southern Nigeria. There is dearth of literature that combines all these variables. Therefore, the study examined the influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The study adopted a survey research design. The population comprised 563 librarians in federal and state university libraries in Southern Nigeria. A sample size of 234 was determined using Taro Yamane formula and stratified proportionate sampling technique was used to select the respondents. A validated, structured questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the variables ranged from 0.72 to 0.81. A return rate of 90.6% was achieved. Descriptive and inferential (linear and multiple regression) statistics were used to analyse the data. The findings of this study revealed a significant joint influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria ($Adj.R^2 = 0.801$, $F(2, 362) = 419.528$, $p < 0.05$). Motivation indicators: Responsibility ($\beta = 0.098$, $t(212) = 1.974$, $p < 0.05$), achievement ($\beta = 0.280$, $t(212) = 6.659$, $p < 0.05$) and job security ($\beta = 0.611$, $t(212) = 12.503$, $p < 0.05$) significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The study concluded that mentoring and motivation contributed to job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The study recommended that the university administration should make effort to sustain satisfaction by making policies that will enhance job satisfaction, giving attention to motivational needs.

Keywords: Job, Job satisfaction, motivation in libraries, responsibility in libraries, achievement in libraries, job security

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INTRODUCTION

Job satisfaction is a major determinant of workers' commitment and productivity in any organization. University libraries may boost job satisfaction of librarians by providing recognition, promotion, conducive working environment and remuneration and librarians may be more satisfied with their job if there is high level of

mentoring and motivation which will ginger them to be more committed, perform better services and more productive in their duties.

Ariyo and Okwilagwe (2020: p. 6) revealed that job satisfaction can be influenced by a variety of factors such as "appreciation, communication, co-workers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion

opportunities, recognition, security and supervision”.

Job satisfaction centered on the socio-cultural and economic condition of the workplace. It is so important in academic libraries because its absence often leads to lethargy and reduced organisational commitment (Tella, 2019). Job satisfaction is an employee's psychological state which comprises feelings, attitude and behaviours in a workplace. Job satisfaction can also be viewed as a positive mental state of being in one's job which includes one's emotions, reactions and cognitive evaluation. Job satisfaction is a dependent variable of this study. It is the level to which working environment meets the values and needs of the workers. Job satisfaction is also how pleased a worker is, with his job, the level of how he likes the work, with multidimensional psychological reactions such as mental, emotional and behavioral elements (Ezeamama, 2019). Mabaso and Dlamini (2018) corroborated that librarians who are satisfied in their job are successful and have pleasant feelings and sense of well-beings. Job satisfaction is determined by a number of factors, which include the nature of one's managerial relationship, the environment, and the degree of contentment in one's work. Job satisfaction equally personifies combination of favorable and unfavorable feelings that workers have towards their work which increases employee commitment, performance, and productivity. Satisfied librarians are committed and productive. Sohail (2019) on library professionals in Fiji concluded that job satisfaction is higher in females than males; experienced employees are more satisfied than newcomers in the library profession and married professionals are more satisfied than unmarried professionals. The job satisfaction of librarians is paramount for effective service delivery to the library users including, the staff and students for the dissemination of information and knowledge which affects the institution performance (Wani&Najar, 2019).

Memon& Jena, (2017) also are of the view that job satisfaction is the main aspect of success and all-around development of employees of any organisation and is considered as axiom of research in management studies. Workers, who are satisfied, are always productive in terms of achieving the vision and mission of any organization. Conceptually, job satisfaction is a passionate reaction to work-related conditions that determine how an individual feels about work which enhances the efficiency of an organization by increasing the overall organizational performance and productivity. Job satisfaction to the researcher is conceptualized to mean the level of emotional joy that a librarian exhibits when performing his/her duties. The researcher additionally sees job satisfaction as an accomplishment of one's goals and objectives in a workplace which determines a greater level of job performance leading to higher proficiency, commitment and productivity. The librarian's job satisfaction can be measured based on the factors such as working conditions, the environment,

remuneration, promotion, salary allowances, relationship between co-workers and supervisors which may reduce absence from duty with or without permission, work conflicts and turnover effects.

Several factors affect job satisfaction such as conducive work environment, recognition, remuneration (pay), promotion, fair policies and practice, caring organization, appreciation, age, sense of belongings, initiation and leadership, feeling of being loved, creativity in job, personal interest and hobbies, respect from co-workers, relationship with supervisors and feedback, flexibility and nature of work. In line with Herzberg's motivation-hygiene theory, there are separate factors that cause job satisfaction while a distinct set of factors cause dissatisfaction, however, they act independently of each other. Herzberg (1959) developed a two-factor theory that affects job satisfaction based on Maslow's hierarchy of needs. The two factors were motivators and hygiene. Some of the motivator factors were achievement, responsibility, job security, work itself, and growth (advancement) while some of the hygiene factors were remuneration, conducive work environments, interpersonal relations, company policies and supervision.

For the purpose of this study, job satisfaction was measured based on Herzberg theory using two hygiene factors conducive work environment, and remuneration, and two motivation factors, recognition and promotion. The rationale behind this choice was that there were some other interrelated variables which affect motivation which are part of the variables in this study. Therefore; these four sub-variables of job satisfaction were explicated in this study.

Conducive work environment was associated to the physical social, psychological and technological conditions that enable employees to perform better at work. They are found in the work places and impact the job satisfaction of librarians (Agada&Tofi, 2020). Employee job satisfaction was influenced by the work environment. Working conditions can affect work satisfaction, as employees are interested in the physical working environment, so a good working environment is of an important factor in job satisfaction which could lead to the retention of employees. Employees who work in a contented working environment would be satisfied in their jobs. Remuneration is one of the major indices of job satisfaction.

Remuneration is important to librarians as the reward for their services provided. According to Yaya (2019) remuneration otherwise conceived as salary is the aggregate of monetary value allocated to workers at the end of the month. Librarians are paid for the services rendered to encourage continued employment. Remuneration, if low, can adversely influence a librarian to leave his job, but if it is satisfactory or high, it will boost the morale and there would be no turn over effect. Recognition serves as incentive to staff to remain faithful

and perform better on the job. Recognition includes awards, and encouragements packages provided for the employees. Employees should be recognized at all levels of the organization for their work performance. A worker's achievements may not have to be enormous before being recognised. When an employee performs well, the organization should acknowledge the good work with preferably special thanks, good-humored praise, or a bonus if obligatory. Employees when recognized and appreciated for their contributions to the organisation would be more committed and productive.

A formal recognition programme such as "employees of the month", "employees of the year", may be of good reward and recognition to the employee. This ginger such librarians to perform better and be fulfilled, welcomed in the job and services to the organisation. Satisfaction may be as a result of promotion which is another important factor of job satisfaction.

Promotion serves as a reward for a job that was performed satisfactorily. According to Kosteas (2011), organizations can use promotion as a reward for hard-working employees and motivate them to improve their performance. Employees evaluate promotions through salary increment; a salary increase could make workers happy and contribute to work satisfaction and productivity. Various individuals expected that rewards, which are monetary gains, would be available to workers by the organization because monetary rewards are one of the most prominent factors in job satisfaction. Satisfaction may require an elderly or somebody who has been on the job for a while to mentor a new intake.

Motivation is another factor that can affect job satisfaction. Job satisfaction cannot exist in the absence of motivation. For librarians to be satisfied on the job, they have to be motivated. Motivation according to Sutirino (2019) is a factor that drives a person to achieve a goal. Also, it is a drive from within individuals to carry out certain activities in achieving goals. Employees who are motivated carry out their job responsibilities to the best of their abilities with high productivity. Motivation is the process of stimulating people to act and achieve specific goals. Motivation also guides and sustains behaviour and performance which enables employees to take safe actions and increases the accomplishment of goals. Motivation furthermore comprises achievement, the task itself; organizational administration, and supervision (Arquero; Fernández-Polvillo, Hassall & Joyce, 2015). Likewise, Negarandeh, Dehghan-Nayeri and Ghasemi (2015) also acknowledged motivation, as when an individual is encouraged while executing a job that meets his wishes.

Raza, Akhtar., Husnain and Akhtar (2015) identified the impact of intrinsic motivation on employee's job satisfaction and developed a scale to find out the impact of job security, achievement, job responsibility and work itself (intrinsic motivation) have significant effects on the employees job satisfaction in Pakistan. The relationships

among job security and job satisfaction, achievement and job satisfaction, job responsibility and job satisfaction are significant and positive. These factors are characterized in Maslow's Hierarchy of Human Needs and Herzberg's two factor theory. In terms of responsibility, individuals are motivated when their tasks are significant and involve their skills and standards. The most motivating tasks are those that develop skills and responsibilities are most significant when they fit an individual's values. Workers who are given more responsibility will be greatly involved in the job and will be more motivated to work more for the work to succeed. The management should ensure that their employees have the opportunity to take responsibilities. Job satisfaction could increase performance in the workplace (Oswald, Proto & Sgroi, 2015), leading to improvements in productivity and ultimately economic growth (Bryson, Forth & Stokes, 2015). In Nigeria, a negative attitude to work by a staff produces job dissatisfaction (Etuk & Aloba, 2014). The work environment influences job satisfaction (Hanaysha, 2016), and the organizational system plays an important role (Guo & Wang, 2017). A person with a high level of job satisfaction holds positive attitudes as he may like his or her job, as a result of environmental influences.

Hunter, Cushenbery and Friedrich (2012) believed that achievement is a unique and specialized form of organizational performance. Satyawadi and Ghosh (2012), opined that employees are motivated to a greater extent by achievement and self-control. An employee who is achievement motivated seeks achievement, bringing realistic but challenging goals, and advancement into the job. There is a strong need for feedback from the management in the organization as to achievement and progress, and a need for a sense of accomplishment.

Achievement could therefore serve as a nonfinancial motivator of job satisfaction. Job security is described as one's confidence about accomplishing job situation. The job is secured and not temporal. Adequate motivation of librarians could also lead to job security. The managements should guard against conduct that could intimidate, heighten the fear of job insecurity, and endanger job satisfaction and commitment of librarians. Job security of the librarians could be safeguarded through friendly and liberal policy and actions. Ogunnaike, Ekweme, Adeyemo, & Okedurum (2017) established that job security is one of the motivational factors that secure a better workplace environment and exhibit greater performance and job satisfaction.

It is observed that the independent variables under study, mentoring and motivation could have probable influence on the dependent variable, job satisfaction. Mentoring has the potential to improve job satisfaction of librarians in terms of career support, psychosocial support and role modelling support while motivation may also impact job satisfaction in the areas of responsibility, achievement and job security. Librarians would perform better if they are well motivated, however, lack of motivation may lead

to frustration, anxiety, depression and less commitment to job. Librarians that are not motivated have the tendency to leave their jobs. There is enough literature on the dependent variable, job satisfaction, but not much has been researched by combining the independent variables, mentoring and motivation as influence of job satisfaction of librarians in federal and state university libraries in Southern Nigeria. It is on this basis that this study seeks to investigate the influence of mentoring and motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

Statement of the Problem

Job satisfaction is of paramount importance to the librarians to ensure effective performance, service delivery to the library users both, the staff and students for the dissemination of information and knowledge. Absence of job satisfaction may lead to low commitment, performance, productivity and turnover effects. An organization cannot run and attain their desired goals and objectives without job satisfaction. Job satisfaction of librarians is an issue to be tackled because many of the factors that determine job satisfaction have been found to be lacking in university libraries. The librarians' level of job satisfaction in university libraries is low. Studies by Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi and Eyioolorunshé (2019), Oyovwevotu (2017) and Ikoné and Onuoha (2015) identified low level of job satisfaction and dearth of opportunities for advancement, and managerial skills among librarians in university libraries. It is assumed that an employee who is adequately mentored in his or her job is likely to perform his duties proficiently. Invariably, if librarians are well mentored, it is most likely that they will be satisfied with their jobs. Likewise, if librarians are motivated, there is the possibility of being more committed and satisfied in their jobs. Mentoring and motivation may enhance job satisfaction of librarians in university libraries in Nigeria. Also, if they are adequately motivated, there is tendency for them to be committed and satisfied in their jobs. This study seeks to investigate the influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

Objective of the Study

The general objective of this research work is to investigate the influence of mentoring and motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The specific objectives are to:

1. determine the level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria;

2. ascertain the degree of motivation of librarians in federal and state university libraries in Southern Nigeria;
3. establish the influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria;
4. ascertain the influence of the measures of motivation indicators on job satisfaction of librarians in federal and state university libraries in Southern Nigeria;

Research Questions

In line with the stated objectives of the study, the study attempted to answer the following research questions:

1. What is the level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria?
2. What is the level of mentoring of librarians in federal and state university libraries in Southern Nigeria?
3. What is the degree of motivation of librarians in federal and state university libraries in Southern Nigeria?

Hypotheses

The study tested the following null hypotheses at 0.05 level of significance:

- H_{01} There is no significant influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria;
- H_{02} There is no relative influence of motivation indicators on the job satisfaction of librarians in federal and state university libraries in Southern Nigeria;
- H_{03} There is no combined influence of mentoring and motivation on the job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

LITERATURE REVIEW

Job Satisfaction in organisations

Job satisfaction has a wide range of meanings, including both one-dimensional and multi-dimensional. Many scholars have defined job satisfaction as a worldwide phenomenon with diverse definitions measured from various angles. It is a global notion that has long been recognized in the literature; but no clear definition of the phrase has been agreed upon. Job satisfaction has a significant impact on work-related behaviors such as effort, turnover, absenteeism, employee relations, and productivity, as well as on employment market behavior. Job satisfaction of

workforces has been a major topic in the field of organizations, psychology and human resources (Mabaso&Dlamini, 2017).

Job satisfaction is a significant aspect that contributes to an organization's value, career advancement, and employee success. Muthu, Seeni and Senthilnayagam (Muthu, Seeni, &Senthilnayagam, 2016). Job satisfaction, according to Kaba (2017) is influenced by a number of elements, including pay (salary), promotion opportunities, fringe benefits, job security, and relationship with co-workers and supervisors. Job satisfaction also refers to how pleased an employee is with his or her current position. When an employee is unsatisfied with his or her employment, he or she will not perform his or her duties as required in that organization. It is an emotional response to work that might be regarded a component of life fulfillment. Job satisfaction also entails performing a job that one enjoys, while also being compensated for such efforts. Kumar (2016) defines job satisfaction as an individual's level of happiness with his or her job. Job satisfaction refers to the nature of the work, as well as the emotions or feelings of contentment and accomplishment that a person derives from his or her job. It also implies pride in one's work and is the crucial factor that leads to recognition, income, promotion, and the achievement of other objectives that lead to a sense of fulfillment. As a result, job satisfaction refers to people's views and sentiments regarding their jobs, with positive and favorable attitudes being the most common.

Conducive Work Environment

Job satisfaction refers to a worker's sense of accomplishment and success on the job related to both personal and professional success. A motivating and acceptable work environment is linked to workers' job retention, an important component of job satisfaction. Work environment could be seen as the physical, social, psychological and technological conditions in the library that influence the job performance and job satisfaction of librarians. Employees are concerned about the physical work environment because it can affect their job preference and enable to complete their tasks better, when they operate in a peaceful environment, (Hee, Ong, Ping, Kowang&Fei, 2019). If a decent working atmosphere is provided for your employees, they will perform better. If a decent working atmosphere is provided for librarians, they will be satisfied and perform better; librarians should be given a positive work atmosphere (Agada, Ojobo, &Tofi, 2020).

Remuneration

Librarians are compensated in the form of a remuneration (salary) or income for the services rendered, to encourage employment retention. Librarians

are paid a salary for services rendered, which is typically offered to encourage employment retention. According to Sanjeevkumar (2012), low compensation is a major factor in employees leaving their jobs. Job satisfaction is unachievable without motivation, and salary (remuneration) is one of the other dynamics to consider. Remuneration (salary) is paid for the services rendered by librarians, with the goal of job retention. Librarians are more likely to have job retention when remuneration is positive, however, when remuneration is negative, they are more likely to leave job.

Recognition

Recognition serves as incentive to employees to remain dedicated and accomplishes better result on the job. Recognition includes prizes and inducements packages for the workforce. Workers should be recognized at all levels of the organization for their work performance. A worker's achievements may not have to be enormous before being recognized. Whenever an employee performs creditably, the organization should recognize the good work with special thanks, good-humored praise, or a bonus if necessary. Employees when recognized and appreciated for their contributions to the organisation enabled them to be more dedicated and industrious.

Recognition is a process of appreciating an employee a particular status in an organization. Librarians should be recognized for outstanding performance in the roles they played in the success of the library as a system. Tunji-Olayeni, Owolabi, Amusa, &Nduka (2018) identified workers recognition for contribution towards organization performance as a way of motivation.

Promotion

Promotion is likewise a key factor in job satisfaction. According to Kosteas (2011), organizations can use promotion as incentive for productive staff which can serve as motivation to increase performance. In some instances, workers rate promotion over salary. Several individuals expect remuneration which can be characterized as the monetary benefit provided to the workers by the organization as one of the most major striking factors for job satisfaction.

Motivation in Organisations

Motivation is etymologically a Latin word; "mover" which mean "to move" (Machara& Jain, 2016). Motivation is an individual psychological quality that contributes to a personnel level of loyalty to work (Nwibere, 2017). Motivation is the inward effort that elicits man to achieve a desired objective. Therefore, motivated behaviours are voluntary choices controlled by individual workers. The concept of motivation describes forces within the individuals that can control the level, direction and

persistence of the effort they demonstrate at work.

Conceptually, motivation can be described as those factors that drive staff in putting real effort and energy into what they do. In other words, it refers to as factors that enable workers to exert their real efforts in achieving the stated goals and objectives of the organization (Yaya, 2017).

Motivation as a concept is concerned with the aspect of human life that strengthens boosts and encourages human beings to change their behaviour for the attainment of organization goals leading to higher productivity (Saka & Salman, 2014). Motivation can be defined as the readiness to use higher levels of effort toward organizational goals, and at the same time achieving individual needs. According to Ogunrombi and Elogie (2015), motivation is also whatsoever is obligatory to drive workers to perform through rewards or sustenance of their needs. Several meanings of motivation such as ambition, wishes, requirements, goals, aims, desires, and enticements among others were provided. Motivational reinforcements of staff add to a higher quality of human resources output and better performance in organizations or institutions of learning.

Motivation of librarians plays a major role in library and information centres in Nigeria as motivated librarians are more likely to be satisfied on the job, by increasing their level of performance and satisfaction (Akpotohwo, Ogeibiri & George (2017). This was supported by Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi & Eyiolorunsho (2019) when they stated that motivation is the condition of being influenced to do something. Motivation of librarians in university libraries is vital to research, learning and teaching in the university and in organisation to develop self-esteem of workers. Motivational factors are the dynamic powers that inspire an individual to pursue a certain action and the responsibility of the employers of labour is necessary in motivating their workforces.

Responsibility

Responsibility is certainly a motivational factor for as long as it is within the capacity of the individual. I think that responsibility is a motivational factor, until it becomes excessive, and there is not sufficient time to rest, sleep, then only it becomes a stress factor. It also depends on the coping ability of the individual. Responsibility is a motivational factor for people subscribing Theory-Y. Responsibility is a stress factor for Theory-X people. Responsibility is directly connected with our life. Our life includes career development-our ambition, and the desire to go ahead with our life. Responsibility is a motivational factor but it depends on how people define responsibility. In an interdependent culture, sometimes responsibility may be a burden. Responsibility works best when rights and responsibility are in a balance.

The responsibility should be viewed & can be aimed at motivational. It is a motivational which direct our life & also helps us to fulfill our desire aim of our life. The employees must hold themselves responsible for the work. The managers should give them ownership of the work. They should minimize control but retain accountability. This suggests that when an employee is given a bigger responsibility it makes him or her conscious about the fact that the employers think him or her as a capable and trustworthy candidate.

Jobs where responsibility is involved always carry a higher level of satisfaction. The idea of responsibility and the feel that one gets when the responsibility gets accomplished cannot be traded for anything in the world. If an employee is not given any responsibility to handle, ultimately the result is that the person feels detached and doubts about self-worth which immediately affects job satisfaction. People are motivated when their responsibilities are meaningful and engage their abilities and values. The most motivating responsibilities are those that stretch and develop skills. Responsibilities are most meaningful when they fit a person's values.

Achievement

Hunter, Cushenbery and Friedrich (2012) defines achievement as an exclusive and specific form of organizational performance, however Satyawadi and Ghosh (2012), believe that employees are motivated to a greater extent by achievement and self-control. An employee who is achievement motivated seeks achievement, bringing realistic but challenging goals, and betterment in the job. There is a strong need for feedback from the higher officials in the organization as to achievement and progress, and a need for a sense of accomplishment.

According to Herzberg's Motivator-Hygiene Theory, the most successful method of motivation is to build challenge and opportunity for achievement into the job itself. Moreover, McClelland's theory suggests that people with high achievement needs are motivated by challenging tasks with clearly attainable objectives, timely feedback and more responsibility for innovative assignments. According to Herzberg's Motivator-Hygiene Theory, the most successful method of motivation is to build challenge and opportunity for achievement into the job itself. Moreover, McClelland's theory suggests that people with high achievement needs are motivated by challenging tasks with clearly attainable objectives, timely feedback and more responsibility for innovative assignments.

Job Security

Job security is a dynamic determinant of job satisfaction frequently measured using the seeming

danger of job loss in the near future. Fayed (2015) stated that job security is a factor of social security. The influence that job security has on job satisfaction is not just an element of how an employee may likely lose an employment, but, how probable he could find another. The influence this has on job satisfaction is diverse relying upon whether job loss happens (or not) when employment opportunities are limited or when employment opportunities are abundant. If a librarian is happy with the job security that is in place, he will be reliable and dedicated to the organization.

One of the most important factors which an employee decides to join any organization is the job security. Therefore, one of the most important challenges being faced by the organization is not to retain or hire the employee, and in fact, the challenge is to provide security to the employees. Thus, it is important for the organizations to consider the way by which they can satisfy this need of their customers and improve their performance as well (Lucky, Minai&Rahman, 2013). The job security of the employee is linked to the economic aspect of employee and organization.

Employees are often more motivated when they know they have job security with an organisation. It's important to regularly inform team members of their job security and to know that they are a valuable asset to the organisation. Job security is the assurance that a worker's job would be kept and remain on his/her job. Job security is basically the guarantee from the organization that the already working employees in the organization will keep working until a reasonable period of time, and job they will not be terminated. The job security of the employees is affected by a number of factors including personal skills, economy and conditions in the the workplaces (Adebayo & Lucky, 2012).

Job security in working and social life of the individual plays a very important role because employees are not worried about their future to have a contribution to the peace of labour, enhance the performance of the employee and protect the social values and balance. Among the major reason for the lack of job security is the availability of technology and capital. In this perspective, both employers and employees are facing a difficult time. Job security is important for employee and employers. Therefore, organizations must be sensitive regarding the employee's motivation. There are a number of factors that can motivate them. In fact, one of the most influential mean to motivate employees is job security and it is a major reason for employee motivation. On the other hand, job security is a factor which contributes to the satisfaction of employees.

Amporful, Osei-Amankwah and Amihere (2020) also examined the effect of motivation on job satisfaction of lecturers in the Technical Universities of Ghana. Descriptive survey design was used for the study. The population comprised of full-time lecturers and four Technical Universities. The Universities were selected

through stratified random sampling technique. Purposive sampling technique was used in selecting all the full-time lecturers. A sample of 400 lecturers was used for the study. Questionnaire was the main instrument used to elicit responses from the lecturers. The reliability coefficient of 0.74 was obtained from the pretest. Pearson product moment correlation coefficient and linear multiple regression were used to analyze the data. The study established statistically significant and positive relationship between motivation and job satisfaction of lecturers. Motivation was found to have statistically significant effects on lecturers' job satisfaction.

Friday and Okeke (2020) in another study surveyed the relationship between job satisfaction and research productivity of 203 librarians in twelve public university libraries in South-South Nigeria. The study adopted correlation research design with total enumeration. The outcomes show a positive relationship between job satisfaction and research productivity of librarians in federal university libraries and a negative relationship between job satisfaction and research productivity of librarians in state university libraries in South-South Nigeria. There was also a major relationship between job satisfaction and research productivity of librarians in both federal and state university libraries.

Sohail (2019) studied job satisfaction of the library and information professionals in Fiji working in government and private libraries. Survey method was used for the study with a population of 180. The research examined library professionals' job satisfaction. The paper discovered that library professionals experienced low and irregular salary payments, lack of good housing, poor library facilities, low social status and limited salary payments, proper housing, inadequate facilities in libraries, low social status given and limited opportunities for professional development. The result shows that female professionals are more satisfied with their job than males; however, experienced library professionals possess a high level of job satisfaction.

Zubairi and Khan (2018) equally examined the effect of training and development on job satisfaction, skill enhancement and motivation of employees in Mahindra Group, India with a total number of 150 participants from Mahindra Group, India. The results of the study show a significant difference in Training and Development (T&D) among gender of workers in a way that female employees had a higher mean score on Training and Development compared to male colleagues. Also, there was a strong positive significant correlation between skill enhancement and motivation which implies that effective skill enhancement program will give rise to high level of motivation among workers. Furthermore, there was a strong positive significant relationship between Training and Development and job satisfaction.

Ranaweera and Bodhinayake (2018) study on job satisfaction of library staff, a study based on university libraries in Sri Lanka considered library one of the key

object of a university and the library staff have a crucial role to play in circulating knowledge to the academic users in the university. The study investigated the job satisfaction of employees and provided suggestions to overcome the dissatisfaction level. Study sample comprised 510 professional, para-professional and support staff categories working in 14 university libraries in Sri Lanka. The findings indicate that university library employees were moderately satisfied with their jobs and in general and co-workers, salary and benefits, physical working condition, career development opportunities, work itself, appreciation and feedback identified as the main factors of job satisfaction.

Ibegbulam (2018) measured job satisfaction and demographic variables among library staff in federal and state university libraries in South-East Nigeria. The descriptive survey design was adopted with a population of 273 library staff from five federal and five state university libraries in South-East Nigeria. Their findings indicated that there was no difference in the mean ratings on job satisfaction in relation to professional status, age and work experience but a difference was established on job satisfaction in relation to university type and gender..

In another investigation by Hijazi, Kasim, and Daud, (2017), the researchers revealed that the scholarly staff working over the advanced education foundations are not happy with their occupations and are not motivated by the rewards also. Accordingly, it is imperative to contemplate the situation of job satisfaction of the scholarly staff of private colleges in Dubai.

Okhakhu and Omoike (2017) investigated on how job satisfaction affects library officer's productivity in three selected university libraries in Ibadan, Nigeria with a sample population of 72 library officers. Survey research design was adopted for the study. The instrument used for collecting data was questionnaire and direct observation. The study established that job satisfaction affects productivity of library officers in institutions to a very large extent and that a positive attitude will increase the quantity and quality of library officers' performance. It revealed further that some institutions were not interested about job satisfaction of library officers. The study also established that intrinsic rewards play an essential role in the job satisfaction of library officers.

In another research, Awoyemi and Odefadehan (2017) discovered that there is a substantial relationship between job satisfaction and career commitment of the librarians working in six universities in Ekiti and Ondo State, Nigeria. The study further revealed a significant change between career commitment of librarians working in private and public universities in Ekiti and Ondo States, Nigeria. Descriptive survey research was used for the study and the population was 54. It was recommended that the university administrators and the university librarians provide necessary equipment to improve job performance and favourable working environment. Also training on the job to improve job performance and

adequate remuneration should be encouraged.

In another study conducted by Ikonne and Onuoha (2015), studied 500 librarians from thirty-seven universities, the researchers acknowledged the factors that influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. Survey research design was adopted and a total enumeration sampling technique was used. The results showed that job security, satisfactory relationship with supervisor; satisfactory interaction with colleagues and satisfactory interaction with information user/customer/clients were the significant factors that influenced the librarians' job satisfaction. However, salary and fringe benefits, working condition, and opportunities to conduct research were rated low, an indication that the librarians were not satisfied. The researchers also recommended that salary, fringe benefits with good working conditions enhances job satisfaction of librarians.

Aristovnik (2014) also discusses influence of organizational and environmental factors on employee job satisfaction in the Slovenian Police. In their findings, the employees rated salary and security as the least motivator and support from the management as high. Employees also rated trust and belongingness as the factor to job satisfaction. The survey was performed in order to identify the opportunities for improvements in police management. The instrument adopted comprehensive on-line questionnaire for the satisfaction of all employees in the Slovenian Police. Factor analysis was used to formulate the facets of satisfaction and multiple linear regression analysis was used to classify the predictors of three facets of employee satisfaction. Three facets of employee satisfaction were determined and the influence of three types of factors (demographic, job-related and organizational-support-related factors) was investigated. The results show that the worst assessed facet was salary and security, whereas no significant differences were found between two other facets, namely relationships and leadership, and tasks and working conditions. The three factors influenced employee satisfaction with different levels of intensity.

Beyene and Gituma (2017) in their study on the influence of employee demographic factors on job satisfaction: A case study of Segen Construction Company, in Asmara, Eritrea, also examined the association between demographic factors and job satisfaction. The study employed Minnesota Satisfaction Questionnaire (MSQ on a five-point Likert scale) and descriptive research design. The findings show that there was no significant relationship between gender and job satisfaction; and significant relationship between age and job satisfaction. There was also a significant relationship between working experience and job satisfaction and no significant relationship between academic qualification and job satisfaction. The result indicates intrinsic determinants had greater influence than extrinsic factors on job satisfaction.

Marasinghe and Wijaratne (2016) discovered that there was a significant difference in job satisfaction in the perception of both "work" and "supervision" among three generations. They studied Generational Differences and Job Satisfaction of the professional staff of the university libraries of Sri Lanka in terms of five job satisfaction factors, namely; work, coworkers, compensation, promotion, and supervision. The researchers identified and evaluated the level of job satisfaction of library professionals by generational allies among three generations, namely, Baby Boomers, Generation X, and Generation Y, with a population of 125 library professionals in 15 universities under the University Grants Commission in Sri Lanka. The results of the study specified that there are some differences and similarities in job satisfaction of university library professionals in perceptions associated with three generations. There is also a significant difference in job satisfaction in the perception of both "work" and "supervision" among three generations and developed guidelines to enhance the level of job satisfaction of university library professionals. Job satisfaction of library professionals is essential and a fundamental determinant of the development and organization of the service.

Jawabri (2017) study moreover determines job satisfaction of academic staff of the private universities in United Arab Emirates and found that staffs were significantly satisfied with their jobs. Quantitative research methodology was adopted for the study as few factors have positively influenced job satisfaction, like supervisor support, promotion and support from colleagues. The study established that recognition and rewards had a negative influence on job satisfaction of academic staff which has significant implications for higher education management in the development of job satisfaction of academic staff. Furthermore, Yaya and Opeke (2016) examined relationship between emotional intelligence, job satisfaction and productivity of librarians in Nigerian public universities. A correlational survey research design was used with a population of 1,254 librarians, from which 923 were selected using simple random sampling technique. The study discovered that job satisfaction and productivity levels of librarians in university libraries were high and a significant relationship between emotional intelligence and job satisfaction, emotional intelligence and productivity of librarians.

Babalola (2016) studied the effect of leadership style, job satisfaction and employee-supervisor relationship on job performance and organizational commitment. The study set to investigate the influence of supervisor-employee relationship, perceived leadership style, and job satisfaction on organizational commitment and job performance. Two hundred and fifty-five employees were sampled. The finding revealed three steps in the prediction of organizational commitment and job performance respectively. Job satisfaction; supervisor subordinate relationship and laissez-faire leadership

styles are the predictor of organizational commitment; while with job performance, explained the variables of working experience; education and transformational leadership styles. The finding has effects for employee retention, performance management and incentive approach.

Kavitha and Jayaraman (2015) further agreed that the quality of service in libraries depends on the library professionals who are responsible for the efficient, effective and speedy delivery of the services. This can be achieved only by the professionals who are highly satisfied with their organizational culture, infra-structural facilities, salary, other perks and rewards and others.

Ariyo and Okwilagwe (2020) investigated the impact of organizational culture on work satisfaction among library employees in three states in Nigeria's south-west. A population of 265 library workers picked from three academic libraries in three states in Nigeria's south-west, with a descriptive study design of the survey type was used. The research solves two research questions and tests one hypothesis. The majority of the professionals and paraprofessionals in the selected university libraries in Southwest Nigeria stated that their libraries had a solid organizational culture centered on staff performance and a pleasant working environment.

Hussain and Soroya (2017) looked on the elements that influence paraprofessional staff's job satisfaction in both public and private university libraries that are approved by the Higher Education Commission (HEC). The research was quantitative, and the approach used was survey research. The study's participants were paraprofessionals who worked in Lahore's HEC-recognized public and private university central libraries. Five respondents were chosen from each university using convenient sampling. According to the poll, respondents were not displeased with their jobs, but they were split between "Neutral" and "Agree" on all job satisfaction statements. The nature of job was recognized as the most satisfied facet of job satisfaction. It was also observed that a significant difference of job satisfaction was found among respondents having different salary packages with the group with the highest salary more satisfied than others. Job security proved the factor affecting job satisfaction, as there was significant difference of job satisfaction between permanent and contract-based employees. Permanent nature of job was a reason of satisfaction for the respondents.

Tinuoye (2016) researched the elements that influence academic librarians' job satisfaction in university libraries in Nigeria's Edo and Delta states. With 88 academic librarians in university libraries, the study used a descriptive survey approach. This study used a total enumeration sampling technique. The findings revealed five aspects that can influence employee job happiness, including work environment, salary, fairness, promotion, and training, as well as their impact on librarian job satisfaction. The findings demonstrated that all of the

variables had a considerable impact on librarians' job happiness, which acts as a motivator for employee productivity and service performance.

Hagos and Abrha (2015) used a random sample of 60 university employees from Mekelle University as a statistical sample to measure job satisfaction of Mekelle University academic staff in line with Herzberg job motivator and hygiene considerations. The method used was a descriptive survey. The majority of campus workers were happy with their careers; however female faculty members were less happy than male faculty members. "Achievement" was the greatest motivating element for teachers, while "money" was the least motivating factor. Overall job satisfaction was unrelated to demographic variables.

In another study, Ikonne and Onuoha (2015) working on the factors that influence librarians' job satisfaction in federal and state university libraries in Southern Nigeria established that respondents were not satisfied with the salary paid to them which can lead to turnover intentions. Ikonne and Onuoha (2015) further recommended that library administrators should consider improving the salaries and the fringe benefits of librarians, their working conditions; and opportunities to conduct research to avert librarians' turnover intentions and perhaps quitting job. This shows that when librarians are satisfied with their salaries and wages, and a better prospect, they would not think of leaving their job. There is a need for a conducive work environment for a librarian to favourably discharge his assigned duties as expected. However, in any unfriendly work environment, this is demotivation to the staff and contributes to job dissatisfaction. Mabaso and Dlamini (2017) also investigated the impact of compensation, benefits on job satisfaction among academic staff in higher education institutions in a South African context. The study engaged the quantitative research method and a survey design were used to collect data through a semi-structured questionnaire with a sample of 279 academic staff. There was a positive and significant effect of compensation on job satisfaction and no significant effect between benefits and job satisfaction. This means only compensation significantly predicted job satisfaction among academic staff with the implications that attracting and retaining the new generation of lecturers into higher education institutions will require substantially different skills and attractive employment offers than what the higher education institutions presently offer. Ajie and Omotunde (2015) worked on the measurements of salaries, professional benefits, promotions, working environment, ICT infrastructures, growth, and other developments to evaluate the job satisfaction. A little above average percentage of the respondents are satisfied with the working environment and 48.3% respondent shows they agree towards the promotion procedures and average percentage of the respondents are totally satisfied with their progress done in their working organization

Artz, and Kaya (2015) in their study, the impact of job security on job satisfaction in economic contractions versus expansions specified that job security has influence on job satisfaction and is not only a function of how likely it is that a worker loses a job, but how likely it is that a worker could find another. The effect this has on worker job satisfaction then is different depending on whether perceived job loss occurs (or not) when job openings are scarce or when job openings are plentiful. Job security is the prospect that employees will retain their jobs. Job security is essentially decisive for an employee to perform well on the job. Hassan et al., (2011) revealed that there is a positive correlation between employee satisfaction, retention and job satisfaction. An employee should have job security in the workplace every time. The results of prior studies hypothesized that improved job satisfaction has a positive impact on job satisfaction of employees.

In another review, Salisu, Chinyio, and Suresh (2015) reported a significant positive correlation between compensation and job satisfaction and concluded that reward is one of the main contributors to job satisfaction. In Nigeria, academics were also found to be generally dissatisfied with their salary package, personnel policies, poor working condition, and organizational climate, management, and leadership style, while the social context of the job was found to be a strong predictor of satisfaction

Akafo and Boateng (2015) examined the impact of reward and recognition on job satisfaction and motivation. The study employed descriptive survey design in gathering data from 157 academic staff, from a total number of seven private tertiary institutions which were selected through stratified sampling with respondents from seven private tertiary institutions were conveniently and purposively selected. The study observed that rewards had a positive impact on work motivation but no significant relationship existed between reward and job satisfaction. Again, both academic staff and university administrators perceived rewards as fair. Challenges facing private tertiary were the lack of funds, pressure from unions and other interest groups, existence of many qualified people for rewards at a particular time coupled with academic staff emphasizing direct monetary rewards.

Motivation and Job satisfaction in Libraries

There is need for correlation between motivation and job satisfaction (Oni-Ojo, Salau, Dirisu & Waribo, 2015). Motivation is crucial to the accomplishment of any organisation like libraries and information centres. Additionally, motivation plays a central role in the organizational success and work effectiveness of the employees.

Motivational factors such as salary and wages, job security, relationship with colleagues, and staff appraisal,

when properly applied, can have a high impact on the performance and productivity of employees in any academic library. The implication of this is that when employees are happy, they put in their best to achieve the organizational goals. Money or financial incentives are not the only forms of motivation for employees, but, to the junior workers; money may be the highest motivating factor, because of the country's weak economy whereas the older employees and the professionals, money is typically less critical because they emphasize authority and responsibility which attracts fringe benefits and allowances. In essence, employees in academic libraries should be adequately motivated from time to time to boost morale for efficiency and higher productivity (Bamgbose&Ladipo, 2017).

Nwosu, Ugwoegbu and Okeke (2015) considered the amount of motivation as correlates of librarians' task productivity in University libraries in South-East, Nigeria. The findings show that librarians are poorly motivated but the low positive or no relationship existing between the librarians' levels of motivation and their task performance is not significant. In another study, Komolafe and Gbotosho (2019) equally considered staff motivation as correlates of the job performance of library staff in Osun State University, Osogbo, Nigeria. The study employed a descriptive survey design with a population of 35 staff, using the total enumeration sampling technique. The result showed that promotion, wages and salary among others were the factors that motivate library staff to perform their job and that job performance of library staff is high while the motivational factors influence the performance to a worthy degree excluding recognition of service and award that influences performance to some extent. Furthermore, inadequate infrastructural facilities, poor technological skills are some of the challenges affecting performance of library staff. The study also established that there is a big relationship between staff motivation and job performance of the library staff.

Ikonne and Fajonyomi (2019) studied motivational factors and job performance of librarians in federal university libraries in North-East Nigeria. A survey research design was adopted in this research with the population of 275 librarians from the six federal University libraries in North-East Nigeria. Total enumeration technique was also employed. Data collected was analyzed using descriptive survey method. The study showed a low extent of motivation and the most prevalent motivational factor is compensation while librarians were not recognized. The study concluded that motivational factors in these federal university libraries in North-East Nigeria were low.

Senyah (2019) similarly studied motivation and productivity in academic libraries: a case study of the Kwame Nkrumah University of Science and

Technology Library, Kumasi, Ghana. The study discovered that the contributions of library assistants to the efficient and effective running of the university library system are of primary significance. Factors hampering higher motivation are identified and suggestions for higher motivation are made to reinforce staff performance and service delivery.

The study by Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi and Eyiolorunshe (2019) investigated the relationship between motivation and job satisfaction of staff in University libraries in Nigeria. The study adopted survey research design, and the population involved all the 361 library staff in the private university in South-West, Nigeria. The findings show that the job satisfaction of library staff was low, though their motivation level was high. The finding correspondingly revealed correlation between the variables of motivation and job satisfaction.

Yaya (2018) furthermore, worked on the importance of motivation in improving the effectiveness of librarians in Nigerian public universities and adopted a correlation survey research design. A self-developed questionnaire was used as the research instrument. The study discovered that motivation is necessary for improving the task performance of librarians in public university libraries in Nigeria. The study recognized that unlike general conviction, the motivation level of librarians in university libraries was high. Tinuoye (2016) examined dynamics that impact job satisfaction of eighty-eight academic librarians in university libraries in Edo and Delta states, Nigeria. The researcher identified five factors that influenced job satisfaction of librarians, such as work environment, remuneration, fairness, promotion, and training. The result also discovered that all the variables significantly influence librarians' job satisfaction, and act as motivation for employee's output and delivery of quality services.

Yusuf (2015) assessed the impact of motivation on job performance of para-professional staff in tertiary institution libraries in Kaduna State and the study adopted survey method. Structured questionnaire and structured interview questions were used to collect data for the study. The findings of the study revealed that the main strategies used for motivating paraprofessional library personnel were fixed regular payment, job design, job rotation, job enlargement, job enrichment, promotion, and education and training.

Theoretical Framework

Theories are formulated to predict, explicate and comprehend phenomena to appraise and extend existing knowledge within the limits of assumptions. The theories used for this study were Herzberg's Two-Factor Theory, Maslow Hierarchy of Needs Theory, Social Cognitive Theory and Social Exchange Theory.

Herzberg's Two- Factor Theory

Herzberg's Two- Factor Theory which is equally known as Motivation- Hygiene theory or Dual-factor theory was postulated by Friedrich Herzberg in 1959 and designed because of proponent interest in people's motivation and job satisfaction. The theory proposes that most factors that contribute to job satisfaction are motivators (achievement, the satisfaction of the work itself, responsibility and opportunities for advancement and growth) and most factors which contribute to job dissatisfaction are hygiene elements (company policy and administration, technical supervision, interpersonal relationship with supervisor, interpersonal relationship with peers, interpersonal relationship with subordinates, salary, job security, personal life, working conditions and status).

Motivational factors are intrinsic and will increase employees' job satisfaction; while hygiene factors are extrinsic and will inhibit employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better. Conversely, the factors that cause dissatisfaction as "hygiene factors" which are factors that comprise of supervision, company policy, administration, salary, job security, interpersonal relations, and working conditions. Herzberg maintained that motivators are job contents related while 'hygiene factors' are job context connected. In essence, fulfilled workers linked their satisfaction to intrinsic, (internal or inherent) factors, whereas employees who are dissatisfied attribute their behavior to extrinsic (external) factors.

In terms of satisfiers, Herzberg discovered that five features brings satisfaction, achievement, recognition, the job itself, responsibility, and advancement, the management approach, supervision, pay relationships at work, and working conditions may bring discouragement to workers. Factors that affect dissatisfaction are categorized as hygiene factors, like supervision, company policy, administration, salary, job security, interpersonal relations, and working conditions. He acknowledges that 'motivators' and hygiene factors are related to the job contents, and job context. Also, the theory identifies that dissatisfaction is not the opposite of job satisfaction, but "no satisfaction."

Relevance of the theory to the Study

The theory attempts to clarify motivation, the theory explain the relationship between motivation and job satisfaction of librarians of federal and state university libraries in Southern Nigeria. Herzberg's theory has two sets of factors, motivation, and hygiene. Motivational factors are intrinsic and will increase employees' job satisfaction, while hygiene factors are extrinsic and will impede employees' dissatisfaction.

The most common motivational theory for measuring

work motivation is Herzberg's two-factor theory (Mehrad, 2020). Herzberg Motivator-Hygiene Theory is relevant to this study because it is flexible and can be applied to know various needs that are applicable to workers especially librarians in the university library. This implies that when librarians' needs are adequately and equitably addressed in terms of employee responsibility, achievement and job satisfaction. It also assists the university administrators to recognize the intrinsic and extrinsic factors that could drive librarians' job satisfaction towards attaining personal and organizational (library) goals. These factors are those aspects of the job that make librarians want to perform and provide them with job satisfaction. The theory is relevant to the study as it provides the framework for understanding the relationship between motivation and job satisfaction. Thus, the Herzberg Motivator-Hygiene theory has far reaching consequences for librarians' motivation and job satisfaction.

Maslow's Needs Hierarchy Theory (1943)

Abraham Maslow proposed the hierarchical theory of five important needs in 1943. The theory grew over the years and because of its innate logic it became widely accepted and part of compulsory reading for every management student and Human Resource Professional. Over the years it has been questioned, analysed and thought by later thinkers to be inadequate in certain respects but there is no denying its basic merit in understanding human and employee behaviour in the workplace. His basic premise concerns the meeting of human needs which progressively move up the value chain as simpler and more basic needs are met.

Maslow's theory opines that indicated have five progressive sets of needs, the first set being purely physical needs, also called Physiological needs. These include all the needs a person needs first to stay alive like, food, water, air, the maintenance of body temperature and the necessity of voiding of natural human waste. It is only when this basic need set is satisfied that the next set of needs will be thought of for satisfaction.

The five need sets that are in sequential order are physiological needs, safety and security needs, love and belonging needs, status and prestige needs and actualisation needs. Individuals work to satisfy these needs and as persons move up in life, their need set also changes. This is true of all persons; it could apply to the situations, individuals in progressively larger groups and also to whole countries as well. Growth of the individual or group causes the needs to shift upwards whereas the opposite causes downward movement in need fulfillment desire. The safety needs can be broken up into physical safety, family security, monetary security and employment security and love; belonging needs can be broken up into parental love, love between partners,

sibling and children. It is easy to understand why these needs were classified as hierarchical, with physiological needs at the base and actualisation needs at the apex of a hierarchical pyramid.

Maslow's theory is based on the concept of human needs and their satisfaction while Herzberg's theory is based on the use of motivators which includes achievement, recognition and opportunity for growth. In the two factor theory, both motivators and hygiene exist independently of one another.

Relevance of the theory to the study

Motivational factors are intrinsic and will influence job satisfaction. The theory pointed out that improving the environment in which the job is performed motivates

employees to perform better. Conversely, the factors that cause dissatisfaction as "hygiene factors" which are factors that comprise of supervision, company policy, administration, salary, job security, interpersonal relations, and working conditions. Herzberg maintained that motivators are job contents related while 'hygiene factors' are job context connected. In essence, fulfilled workers linked their satisfaction to intrinsic, (internal or inherent) factors, whereas employees who are dissatisfied attribute their behavior to extrinsic (external) factors.

Maslow's theory is based on the concept of human needs and their satisfaction while Herzberg's theory is based on the use of motivators which includes achievement, recognition and opportunity for growth. In the two factor theory, both motivators and hygiene exist independently of one another.

Validity of the Research Instrument

The validity of the result is as shown in Table 1.

Table 1.Construct Validity of the Research Instrument

Variables	No. of Items	KMO Test	Bartlett's Test of Sphericity	SIG	Average Variance Explained
Job Satisfaction of Librarians	29				
Conducive work environment	8	0.842	483.463	0.000	0.8508
Remuneration	7	0.865	778.583	0.000	0.9563
Recognition	8	0.765	665.529	0.000	0.7672
Promotion	6	0.775	407.866	0.000	0.7518
Motivation	18				
Responsibility	3	0.846	874.245	0.000	0.5258
Achievement	7	0.836	659.030	0.000	0.6653
Job Security	8	0.776	645.020	0.000	0.7241

Source: Author's Computation (2022)

The reliability of the research instrument was on the intending population under study. Reliability refers to the extent to which a measurement scale or a test is dependable, consistent, predictable and stable. The instrument was validated using Cronbach's Alpha Coefficient at the threshold of 0.700 to confirm the reliability of the research instrument. Such refers to whether one can obtain the same answer in repeated use of the same instrument and the greater the consistency of an instrument, the more the reliable it is. The reliability was specified at Cronbach's Alpha ≥ 0.7 . In addition, the Cronbach's Alpha values were ≥ 0.7 among the indicators of Job satisfaction and motivation. This is an indication for significant correlation between the variables of interest in the study. The pilot study outcome therefore, indicated a high level of internal reliability for all variables, which means that the questionnaire has a high level of internal consistency. The test was carried out using the Statistical Package for Social Science (SPSS) version 22.

Reliability of the Research Instrument

Reliability of the research instrument was conducted to ascertain whether the variables of the study consistently measured the factors intended. In the study, a pre-test for internal consistency measure using Cronbach's Alpha was employed for assessing the reliability of the research instrument. The purpose of reliability test is to further ascertain whether the internal consistency of scales is indicative of the homogeneity of the construct items that measures the variables. In the process, the reliability for each of these scales was ascertained at the minimum threshold of 0.7 and above (Cronbach, 1951).(See Table 2).

Table 2. Test of Reliability of the Research Instrument

Variables	Number of Items	Cronbach's Alpha
Job Satisfaction of Librarians	29	0.760
Conducive work environment	8	0.718
Remuneration	7	0.791
Recognition	8	0.720
Promotion	6	0.805
Motivation	18	0.770
Responsibility	3	0.788
Achievement	7	0.742
Job Security	8	0.780
Overall Reliability	47	0.765

Source: Author's Computation, 2022

The results of the pilot study showed a high level of internal consistency of the entire variables. The overall Cronbach's alpha for the whole instrument is 0.765. The result showed that the questionnaire has a high level of reliability (Table 3).

Method of Data Collection

Copies of the questionnaire of the study were administered to the participants in the various 40 universities personally by the researcher and six research assistants, who were adequately trained on the conduct of the survey for two weeks in November, 2021. Also, the data for the research was collected with the assistance of online survey through google survey form. Both were administered concurrently between December, 2021 and February 2022, a period of twelve weeks. Confidential handling of all information supplied was guaranteed by the researcher.

The questionnaire also includes instruction on how to fill it to the respondents. Efforts were made to carry out field editing to ensure the validity and reliability of the instrument. The prompt retrieval of the completed questionnaire was agreed upon by both parties.

Method of Data Analysis

The data collected from the respondents were coded and analysed using Statistical Package for Social Sciences (SPSS) version 22.0. Frequency counts and percentage were used to describe the demographic characteristics of the respondents. Frequency counts, percentages, mean and standard deviation were used to analyse research questions 1-2. Simple and multiple linear regression were used to analyse hypotheses 1-2 at 0.05 level of significance.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

This chapter presents and discusses data analyses and interpretations of the study. The study investigated the influence of mentoring and motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. Three research questions and five hypotheses were raised in this study. The presentation of the data for the demographic characteristics was done using frequency count and percentages. 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. A total of 234 copies of the questionnaire were administered to librarians in federal and state university libraries in Southern Nigeria. A total of 212 participants responded and completed the survey questionnaire giving a response rate of 90.6%. Babbie and Mouton (2013) opined that a response rate of at least 50% is adequate for analysis of a survey, 60% is considered good while a 70% return rate was considered excellent. Therefore, the 90.6% response rate was considered excellent as a sufficient sample size required for simple multi linear regression analysis.

Analysis of Research Questions

Research Question 1: What is the level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria?

The data collected on research question one was analysed using descriptive statistics.

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Table 3.Level of Job Satisfaction of Librarians

Job satisfaction	VH (%)	H (%)	MH (%)	ML (%)	L (%)	Mean	S.D	Average Mean
Recognition The level to which...								
I am given varieties of task to perform is	82 (38.7)	88 (41.5)	39 (18.4)	0 (0)	3 (1.4)	4.16	0.82	3.93
I am respected as a staff is	82 (38.7)	82 (38.7)	36 (17.0)	9 (4.2)	3 (1.4)	4.09	0.92	
I am allowed to use my initiatives on the job is	82 (38.7)	79 (37.3)	39 (18.4)	6 (2.8)	6 (2.8)	4.06	0.97	
I am satisfied with the responsibilities assigned to me is	61 (28.8)	103 (48.6)	33 (15.6)	9 (4.2)	6 (2.8)	3.96	0.93	
I am accorded the right recognition for work accomplishment is	58 (27.4)	88 (41.5)	51 (24.1)	6 (2.8)	9 (4.2)	3.85	0.99	
I am given recognition for good work performed is	58 (27.4)	94 (44.3)	36 (17.0)	15 (7.1)	9 (4.2)	3.83	1.04	
My opinion on work and related issues are respected is	64 (30.2)	70 (33.0)	54 (25.5)	15 (7.1)	9 (4.2)	3.78	1.09	
I am satisfied with the respect given to my suggestions is	52 (24.5)	88 (41.5)	48 (22.6)	12 (5.7)	12 (5.7)	3.74	1.07	
Promotion The level to which...								
Timely promotion enhances my job satisfaction is	85 (40.1)	73 (34.4)	42 (19.8)	9 (4.2)	3 (1.4)	4.08	0.95	3.70
My immediate boss and the university librarian recommend me for promotion when qualified is	70 (33.0)	82 (38.7)	42 (19.8)	15 (7.1)	3 (1.4)	3.95	0.97	
My promotion corresponds with my input in the library is	52 (24.5)	82 (38.7)	45 (21.2)	21 (9.9)	12 (5.7)	3.67	1.12	
My promotion is timely is	40 (18.9)	88 (41.5)	45 (21.2)	24 (11.3)	15 (7.1)	3.54	1.13	
I am satisfied with the promotion policy of the library is	46 (21.7)	85 (40.1)	36 (17.0)	21 (9.9)	24 (11.3)	3.51	1.25	
I am satisfied with the promotion process of the university is	49 (23.1)	67 (31.6)	48 (22.6)	21 (9.9)	27 (12.7)	3.42	1.30	
Conducive Work Environment The level to which...								
I am happy to go to work on a daily basis is	72 (34.0)	89 (42.0)	36 (17.0)	12 (5.7)	3 (1.4)	4.01	0.93	3.68
My workmates and colleagues are friendly is	58 (27.4)	106 (50.0)	30 (14.2)	18 (8.5)	0 (0)	3.96	0.87	
Social environment in my library is conducive (i.e., peaceful and friendly) is	55 (25.9)	91 (42.9)	36 (17.0)	21 (9.9)	9 (4.2)	3.76	1.07	
Library's physical environment is encouraging is	33 (15.6)	106 (50.0)	49 (23.1)	21 (9.9)	3 (1.4)	3.68	0.90	
I am happy with the way my library is managed is	39 (18.4)	84 (39.6)	49 (23.1)	33 (15.6)	7 (3.3)	3.54	1.06	

Table 3.continuation

I am provided with adequate tools and resources is	21 (9.9)	102 (48.1)	58 (27.4)	28 (13.2)	3 (1.4)	3.52	0.90	
I am satisfied with the general layout of my office is	30 (14.2)	79 (37.3)	64 (30.2)	36 (17.0)	3 (1.4)	3.46	0.98	
Remuneration								
The level to which...								
My salary is regular is	84 (39.6)	86 (40.6)	36 (17.0)	6 (2.8)	0 (0)	4.17	0.81	3.48
My current designation corresponds with my current salary is	73 (34.4)	76 (35.8)	48 (22.6)	12 (5.7)	3 (1.4)	3.96	0.96	
My allowances are at par with other academic staff of the university is	64 (30.2)	67 (31.6)	72 (34.0)	3 (1.4)	6 (2.8)	3.85	0.97	
My salary is equitable to my job in comparison to other job categories in library profession is	37 (17.5)	64 (30.2)	78 (36.8)	21 (9.9)	12 (5.7)	3.44	1.07	
I am happy with my current salary is	21 (9.9)	57 (26.9)	65 (30.7)	48 (22.6)	21 (9.9)	3.04	1.14	
My salary is adequate to meet my basic needs is	21 (9.9)	45 (21.2)	80 (37.7)	42 (19.8)	24 (11.3)	2.99	1.13	
I am satisfied with the allowances is	18 (8.5)	54 (25.5)	74 (34.9)	30 (14.2)	36 (17.0)	2.94	1.19	
Weighted Mean and S.D of Level of Job Satisfaction of Librarians						3.70	1.02	

N= 212 (Source: Field Survey, 2022)

KEY: VH = Very High, H =High, MH = Moderately High, ML = Moderate Low, L = Low.

***Decision Rule: if mean is ≤ 1.49 = Low; 1.5 to 2.49 = Moderately Low; 2.5 to 3.49 = Moderately High; 3.5 to 4.49 = High; 4.5 to 5 = Very High.

Table 3 reveals descriptive analysis of level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The interpretation of the results was based on the decision rules to avoid misleading statistical interpretation. The result of Table 4.1 shows that the weighted mean score of level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria was 3.70 on a five point Likert-type rating scale. This result may imply that librarians in federal and state university libraries in Southern Nigeria were highly satisfied with their jobs. The result indicates that recognition had the highest with the mean score of 3.93, followed by promotion with the mean score of 3.70, and subsequently followed by conducive work environment with the mean score of 3.68, and remuneration, the least with mean score of 3.48.

Recognition as a measurement of job satisfaction had the highest mean score which implies that the librarians in federal and state university libraries in Southern Nigeria were recognized on their jobs. The mean score for promotion is 3.70 shows that promotion of librarians in federal and state universities in Southern Nigeria libraries was high. The finding implies that librarians in federal and state universities in Southern Nigeria libraries were pleased with their promotions. Similarly, conducive work environment with mean score of 3.68 was high, which implies that librarians in federal and state universities in Southern Nigeria libraries had good working settings. Also, the remuneration of librarians in federal and state universities in Southern Nigeria libraries was high with a mean score of 3.48, an indication that the librarians were well remunerated.

Research Question 2: What is the degree of motivation of librarians in federal and state university libraries in Southern Nigeria?

Table 4. Degree of motivation of librarians

Degree of Motivation	VH (%)	H (%)	MH (%)	ML (%)	L (%)	Mean	S.D	Average Mean
Responsibility The degree to which...								4.05
I have been given opportunity to use my ability is	88 (41.5)	76 (35.8)	39 (18.4)	9 (4.2)	0 (0)	4.15	0.87	
My boss gives me greater responsibility is	73 (34.4)	97 (45.8)	33 (15.6)	6 (2.8)	3 (1.4)	4.09	0.86	
My boss gives me responsible duties that assisted me perform better is	64 (30.2)	88 (41.5)	42 (19.8)	12 (5.7)	6 (2.8)	3.91	0.99	
Achievement The degree to which...								3.96
My additional higher qualification earned made me more effective in the library work is	85 (40.1)	85 (40.1)	42 (19.8)	0 (0)	0 (0)	4.20	0.75	
My job skills increase my competence and efficiency is	79 (37.3)	94 (44.3)	33 (15.6)	3 (1.4)	3 (1.4)	4.15	0.88	
My job performance experience is enriched is	70 (33.0)	91 (42.9)	42 (19.8)	6 (2.8)	3 (1.4)	4.03	0.88	
I have a sense of challenge and achievement is	67 (31.6)	91 (42.9)	51 (24.1)	0 (0)	3 (1.4)	4.03	0.83	
I enjoy discussing about my achievement in the university with outsiders is	64 (30.2)	94 (44.3)	42 (19.8)	0 (0)	12 (5.7)	3.93	1.01	
Training and career development provided gave higher achievement on the job is	64 (30.2)	76 (35.8)	57 (26.9)	6 (2.8)	9 (4.2)	3.85	1.02	
Staying with my organization encourages me to perform better is	36 (17.0)	82 (38.7)	61 (28.8)	18 (8.5)	15 (7.1)	3.50	1.09	
Job Security The degree to which...								3.93
I have job security in my university is	88 (41.5)	88 (41.5)	30 (14.2)	0 (0)	6 (2.8)	4.19	0.88	
My workplace is a safe place to work is	79 (37.3)	100 (47.2)	27 (12.7)	3 (1.4)	3 (1.4)	4.17	0.81	
My organization loyalty is	82 (38.7)	85 (40.1)	39 (18.4)	6 (2.8)	0 (0)	4.15	0.82	
I enjoy good working relations and support from other co-workers is	58 (27.4)	106 (50.0)	39 (18.4)	3 (1.4)	6 (2.8)	3.98	0.88	
My job status is at par with other university academic staff is	64 (30.2)	85 (40.1)	48 (22.6)	6 (2.8)	9 (4.2)	3.89	1.01	
There is just and fair treatment of employee by my university is	73 (34.4)	64 (30.2)	57 (26.9)	9 (4.2)	9 (4.2)	3.82	1.05	
Payment of realistic salaries provided by my employer is	48 (22.6)	76 (35.8)	67 (31.6)	9 (4.2)	12 (5.7)	3.66	1.05	
Payment of realistic compensation is provided by my employer is	46 (21.7)	64 (30.2)	75 (35.4)	15 (7.1)	12 (5.7)	3.55	1.08	
Weighted Mean and S.D of Level of Motivation of Librarians						3.98	0.93	

N = 212 (Source: Field Survey, 2022)

KEY: VHD = Very High Degree, HD =High Degree, MHD = Moderately High Degree, MLD = Moderate Low Degree, L = Low Degree.

***Decision Rule: 1.0-1.49 = Low Degree; 1.5 to 2.49 = Moderately Low Degree; 2.5 to 3.49 = Moderately High Degree; 3.5 to 4.49 = High Degree; 4.5 to 5 = Very High Degree.

Table 4 reveals the descriptive analysis of degree of motivation of librarians in federal and state university libraries in Southern Nigeria. The result shows that the weighted mean degree of motivation of librarians in federal and state university libraries in Southern Nigeria was 3.98 on a five point Likert-type rating scale. This result implies that the degree of motivation of librarians in federal and state university libraries in Southern Nigeria was high. The result signifies that the librarians in federal and state university libraries in Southern Nigeria are highly motivated. Of the three measurements of mentoring, the result indicates that the degree of responsibility was highest with a mean score mean of 4.05. Also, the result shows that the degree of achievement is high with mean of 3.96. Finally, the result equally indicates that the degree of job security is high with mean of 3.93 on a five point Likert-type rating scale, but the lowest. Though the indicators are high but responsibility has the highest mean score of 4.05 which indicates that if librarians are given more and higher tasks, they could be motivated to perform better and be satisfied on the job. The mean score for achievement is 3.93, this serves as implication that achievement is a force to reckon with in terms of motivation of the librarians in federal and state university libraries in Southern Nigeria. This suggested that librarians that have sense of achievement on the job would be adequately motivated and satisfied. The mean score for job security is 3.93 which was the least revealed that librarians were not highly motivated to achieving their job security needs.

Decision Rule

The pre-set level of significance for this study was 0.05. The hypotheses presumed that there was no significant influence between the variables under consideration. If the p-value which indicated the significance or the probability value exceeded the pre-set level of significance ($p > 0.05$), the hypothesis stated in null form is accepted, however, if the p-value is less than or equal to 0.05 ($p \leq 0.05$), the hypothesis is rejected.

Table 5. Simple linear regression analysis of the influence of motivation on job satisfaction

Predictors	Model 1	Beta (β)	T	Sig. (P-value)	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	3.863		0.363	0.717	0.796	0.523	818.440	0.000
Motivation	0.053	0.892	28.608	0.000				
Dependent Variable: Job Satisfaction Predictor: (Constant), Motivation DF (F-Statistics) = 1,211 DF (T-Statistics) = 210								

N = 212 (Source: Field Survey, 2022)

Table 5 shows the simple linear regression analysis result for the influence of motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The independent variable of motivation was regressed against job satisfaction of librarians using simple linear regression analysis. The result revealed that mentoring ($\beta = 0.892$, $t(210) = 28.608$, $p < 0.05$) has moderate, positive and significant influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The R² is the coefficient of determinant which explains the variation in the dependent variable due to change in the independent variable. The R² (0.796) of the regression model indicate that 79.6% of variation in motivation can be explained in job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The F-test (1,211) is 228.811. This shows that there is sufficient evidence (significant at $p < 0.05$) to substantiate the model's usefulness in predicting job satisfaction of librarians in federal and state university libraries in Southern Nigeria. From the data in Table 5, the established simple linear regression model one is thus expressed as:

$$M = 3.863 + 0.053 JS \dots\dots\dots \text{Model 1}$$

Where:

JS = Job Satisfaction

M = Motivation

The regression model one shows that holding motivation to a constant zero, job satisfaction would be 3.863, implying that the availability of motivation would increase job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The result further indicates that there was positive relationship between motivation and job satisfaction of librarians in federal and state university libraries in Southern Nigeria with Beta = 0.892. This means that a unit increase in motivation results to 89.2% increase in job satisfaction of librarians in federal and state university libraries in Southern Nigeria. Since $p = 0.000 < 0.05$, the null hypothesis is rejected. Therefore, the result concluded that motivation significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

Hypothesis One: Mentoring (indicators) have no relative influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria

Table 6. Multiple linear regression analysis of relative influence of mentoring on job satisfaction of librarians

Predictors	Model 3	Beta (β)	T	Sig. (P-value)	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	3.419		17.528	0.000	0.555	0.548	85.126	0.000
Career support	0.366	0.216	1.379	0.169				
Psychosocial support	0.407	0.626	4.760	0.000				
Role modelling support	0.386	0.097	0.804	0.423				
Dependent Variable: Job Satisfaction Predictor: (Constant), Career support, Psychosocial support, Role modelling support DF (F-Statistics) = 3, 209 DF (T-Statistics) = 209								

N = 212 (Source: Field Survey, 2022)

Table 6 indicates the relative influence of mentoring indicators (career support, psychosocial support and role modelling support). The result shows that psychosocial support ($\beta = 0.626$, $t = 4.760$, $p < 0.05$) significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria. However, career support ($\beta = 0.216$, $t = 1.379$, $p > 0.05$), role modelling support ($\beta = 0.097$, $t = 0.804$, $p > 0.05$) do not significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The result indicates that mentoring indicators contributed 54.8% (Adjusted R square = 0.548) variation on job satisfaction of academic librarians. The result implies that mentoring indicators especially, psychosocial support have the prospect of enhancing job satisfaction of librarians in federal and state university libraries in Southern Nigeria. From the data in 6the established multiple linear regression model2 is thus expressed as:

$$JS = 3.419 + 0.366 CS + 0.407 PS + 0.386 RMS \dots\dots\dots \text{Model 2}$$

Where:

JS = Job Satisfaction
CS = Career Support
PS = Psychosocial Support
RMS = Role Modelling Support

Hypothesis Two: Motivation (indicators) has no relative influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria

Table 7. Multiple linear regression analysis of relative influence of motivation on job satisfaction of librarians

Predictors	Model 4	Beta (β)	T	Sig. (P-value)	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	3.781		0.019	0.000	0.808	0.806	292.574	0.000
Responsibility	0.434	0.098	1.974	0.040				
Achievement	0.170	0.280	6.659	0.000				
Job Security	0.167	0.611	12.503	0.000				
Dependent Variable: Job Satisfaction Predictor: (Constant), Responsibility, Achievement, Job security DF (F-Statistics) = 3, 209 DF (T-Statistics) = 209								

N = 212 (Source: Field Survey, 2022)

Table 7 indicates the relative influence of motivation indicators (responsibility, achievement and job security). Responsibility ($\beta = 0.098$, $t = 1.974$, $p < 0.05$), achievement ($\beta = 0.280$, $t = 6.659$, $p < 0.05$) and job security ($\beta = 0.611$, $t = 12.503$, $p < 0.05$) significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The result shows that motivation indicators contributed 80.6% (Adjusted R square = 0.806) variation

onjob satisfaction of librarians. The result implies that motivation indicators especially, responsibility, achievement and job security have the prospect of enhancing job satisfaction of librarians in federal and state university libraries in Southern Nigeria. From the data in Table 8, the established multiple linear regression model 4 is thus expressed as:

$$JS = 3.781 + 0.434 R + 0.170 A + 0.167 JS \dots\dots\dots\text{Model 2}$$

Where:

- JS = Job Satisfaction
- R = Responsibility
- A = Achievement
- JS = Job Security

Summary of Hypotheses Testing

Table 8 outlines the summary of the hypotheses tested for this study.

Table 8.Hypotheses Testing Results

Hypotheses	Statement of Hypotheses	Results	Decisions
H ₀₁	Motivation does not significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria	$R^2 = 0.892, \beta = 0.892, t = 28.608, p < 0.05$	Rejected
H ₀₂	Motivation (indicators) have no relative influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria	$\text{Adj. } R^2 = 0.806, F(2,362) = 292.574, p < 0.05$	Rejected

N=212 (Source: Field Survey, 2022)

Level of Job Satisfaction of Librarians in Federal and State University Libraries in Southern Nigeria

Research question one sought to find out the level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The result shows that the mean level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria is 3.70 on a five point Likert-type rating scale. This result implied that the level of job satisfaction of librarians is high in federal and state university libraries in Southern Nigeria. The findings of this study agreed with the finding of Yaya (2019) which revealed a high level of job satisfaction among librarians in public university libraries in Nigeria contrary to general belief of low level. The findings of this study also disagreed with Hijazi, Kasim, and Daud (2017) who reported that the academic staff of private colleges in Dubai are not satisfied with their job and are not motivated by the rewards received.

Degree of Motivation of Librarians in Federal and State University Libraries in Southern Nigeria

Research question three sought to find out the degree of

motivation of librarians in federal and state university libraries in Southern Nigeria. The result shows that the grand mean of degree of motivation of librarians in federal and state university libraries in Southern Nigeria is 3.98 on a five point Likert-type rating scale on a five point Likert-type rating scale. This result implied that the degree of motivation of librarians is high in federal and state university libraries in Southern Nigeria. The findings of this study agreed with the finding of Tella and Ibinaiye (2020) who examined staff motivation, satisfaction, and job performance among the librarians and library staff in six selected university libraries in Nigeria and reported that librarians and library staff are highly motivated with regular pay. The findings of this study also agreed with the finding of Bamgbose and Ladipo (2017) who reported high level of motivation of academic library employees and listed several forms of motivation factors like job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward available to the library employee. The findings of this study also agreed with the finding of Saka and Salman (2014) explored the levels of motivation, job satisfaction and job performance of library personnel in government and privately-owned universities in North-Central, Nigeria and

reported moderate level of motivation and job satisfaction respectively and high level of job performance of library personnel. Furthermore, the findings of this study corroborated Idiegbeyan-Ose, Opeke, Aregbesola, Owolabi and Eyiolorunshé (2019) who reported high level of motivation of staff in University libraries in Nigeria.

Motivation and Job Satisfaction of Librarians in Federal and State University Libraries in Southern Nigeria

The hypothesis which stated that motivation does not significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria was rejected based on the results of the analysis. The result of this study shows that motivations significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The findings of this study agreed with the result of the study of Tella and Ibinaiye (2020) who reported that motivation significantly influenced job satisfaction and performance of librarians and library staff in six selected university libraries in Nigeria. The findings of this study also agreed with Ikonne and Fajoyinomi (2019) who confirmed that motivation positively influenced job satisfaction. The findings of this study also corroborated Amporful, Osei-Amankwah and Amihere (2020), Komolafe and Gbotoso (2019), Idiegbeyan, Opeke, Aregbesola, Owolabi and Eyiolorunshé (2019). However, the findings of this study disagreed with Sanusi (2015) who assessed the effect of motivation on job satisfaction of teacher librarians in Federal Capital Territory (FCT) Abuja and reported that motivation does not significantly influence job satisfaction of teacher librarians in Federal Capital Territory (FCT) Abuja, Nigeria.

Summary of Findings

The summaries of major findings in this study are stated below:

1. The level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria was high; promotion had the highest while remuneration was the lowest.
2. The degree of motivation of librarians in federal and state university libraries in Southern Nigeria was high with the degree of responsibility being the highest while the degree of job security was the least.
3. Motivation significantly influenced librarians' job satisfaction in federal and state university libraries in Southern Nigeria.
4. Motivation indicators: responsibility, achievement and job security significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria.
5. There is positive relationship between motivation

and job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

CONCLUSION

The study concluded that motivation is a significant factor in determining job satisfaction of librarians in federal and state university libraries in Southern Nigeria. These factors would assist in reducing redundancy and turnover effects among librarians. They are factors that would contribute significantly to librarians' job satisfaction and consistently enrich library operations particularly excellent services in federal and state university libraries in Southern Nigeria. In essence, mentoring is a vital factor influencing librarians' job satisfaction that must be taken seriously. Also, motivation is equally very significant to job satisfaction.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

1. The management of universities in Nigeria should ensure that motivation most especially responsibility be sustained in order to have higher job satisfaction of librarians.
2. Job security should be given more priority among librarians in libraries.
3. Federal and States Universities should assist the government most especially the National Universities Commission (NUC) to formulate and implement necessary policies that would improve librarians' job satisfaction in Nigeria universities.
4. Furthermore, National Universities Commission should ensure that federal and state Universities should have in place policies that would enrich librarians' job satisfaction in Nigeria universities.

Contributions to Knowledge

In this study, the primary aim of the researcher was to look at the level of mentoring and motivation on job satisfaction of librarians in federal and state universities in Southern Nigeria. No study has been known to me to have measured these three variables together.

The study would add values to existing literature in the areas of influence of mentoring and motivation on librarians' job satisfaction.

In addition, the study has provided in-depth information and knowledge on the independent variable, motivation and the dependent variable, job satisfaction.

It is believed that this research will bridge the gap that exists between motivation and job satisfaction through

reviewing of literature and empirical data.

The result of this research could be applied to the study of all the variables in other disciplines and contribute to general body of knowledge, theory and practice.

The study would be useful to researchers' because it would serve as a reference source to scholars in the future.

The study has provided empirical framework for stakeholders in universities on how to boost the job satisfaction of librarians.

The study has provided an outline for management of university libraries in Nigeria to formulate several action plans geared towards improved job satisfaction most especially in the provision of better library services.

Another contribution to knowledge of this study is the aspect of conceptual framework which could be adopted or adapted by other researchers working on related topics.

Suggestions for Further Studies

Further studies relating to the work may focus on the following:

1. Motivation and job satisfaction of librarians in federal and state university libraries in Northern Nigeria.
2. Motivation and job satisfaction of librarians in private university libraries in Northern Nigeria.
3. Motivation and job satisfaction of librarians in university libraries in Southern Nigeria.
4. A comparative study of motivation on job satisfaction in university libraries in Northern Nigeria.
5. Motivation as predictors of job satisfaction among para-professional librarians in Nigeria.
6. Nexus between motivation and job satisfaction of library staff in private university libraries in Nigeria.
7. Motivation and job satisfaction of paraprofessional librarians in public university libraries in Southern Nigeria.
8. Motivation and job satisfaction of paraprofessional librarians in private university libraries in Southern Nigeria.

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