

Full Length Research

Mentoring 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. Mentoring (career support, psychosocial support and role modelling support) is needed to enable librarians to have job satisfaction (recognition, promotion, conducive work environment, and remuneration) in libraries in Southern Nigeria. There is dearth of literature that combines these variables. Therefore, the study examined the influence of mentoring 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 influence of mentoring on job satisfaction of librarians in federal and state university libraries in Southern Nigeria ($Adj.R^2 = 0.801$, $F(2, 362) = 419.528$, $p < 0.05$). Mentoring ($R^2 = 0.725$, $\beta = 0.725$, $t(212) = 15.127$, $p < 0.05$) significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. Mentoring indicators: psychosocial support ($\beta = 0.626$, $t(212) = 4.760$, $p < 0.05$) significantly influenced job satisfaction of librarians. However, career support ($\beta = 0.216$, $t(212) = 1.379$, $p > 0.05$) and role modelling support ($\beta = 0.626$, $t(212) = 4.23$, $p > 0.05$) did not significantly influenced job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The study concluded that mentoring 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 mentoring functions. The library management should ensure that career support and role modelling be instituted and encouraged among librarians in Southern Nigeria.

Keywords: Job satisfaction, Mentoring in libraries, Motivation in libraries, career support, psychosocial support, role modelling support

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INTRODUCTION

Library is one of the dynamic elements in a university system; it is the academic hub of the university, whose contributions to academic development of the various departments, faculties and units are unquantifiable. Library equally assists the university to fulfill its basic roles by providing its information needs through teaching, research and learning, and the provision of library resources to users both within the university, the community where it is located and visiting researchers. Libraries are the essential cornerstones of the society; they also act as gateways to culture and knowledge. The resources and services provided assist in creating learning opportunities, promote literacy skills and education, and form new thoughts and perceptions that are essential to societies.

University libraries in Nigeria are established for the purpose of supporting the vision, mission and goals of the university through the provision of library materials or resources and equipment to enhance academic excellence and national development. University libraries are not profit oriented organizations; as they render social services that assist the community to attain their numerous academic goals. In this regard, university libraries in Nigeria are to make major contributions to the mandate of their parent institutions which include teaching, research and community services to sustain social, economic and political manpower development of the country.

A librarian is also the custodian of intellectual properties, because libraries are a social gateway that serves as a repository of knowledge to the users. The job of librarians is enormous.

A job is a specific routine of one's occupation for an agreed price. A job is also a kind of work and activity, which is done in an exchange for pay. Yaya and Opeke (2015) described job as an occupational act performed by an individual or group of individuals for a reward.

Satisfaction implies the fundamental feeling and the accomplishment of goals. Satisfaction hence could be a normal trait and status of workers which is noteworthy to any organization for accomplishment and future success (Wani & Najar, 2019). Satisfaction is also the pleasure felt after a need is fulfilled which must be genuine and forthcoming from the employee involved.

Satisfaction is necessary for a worker to improve the efficiency of the organization, career development and the achievement of the workers (Kaba, 2017, Adigwe & Oriola, 2015).

Job satisfaction is centered on the socio-cultural and economic condition of the workplace. It is so important in academic libraries because its absence often leads to weariness and reduced commitment (Tella & Ibinaiye 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. 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).

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". 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.

Mentoring is a formal relationship between a senior librarian and junior librarian of a university library for the advancement and support of the junior librarians. A mentor is a person who guides a less experienced person by building trust and modeling positive behaviors. An effective mentor understands that his or her role is to be dependable, engaged, authentic, and tuned into the needs of the mentee. A mentee on the other hand, is someone who has identified a specific personal or professional goal and who believes that the guidance and help of a mentor and being held accountable to the

mentor can help him achieve his goal. According to Chopra, Arora and Saint (2018), mentoring focused principally on the career development of an individual with less experience. A mentor develops the intellectual power of the mentee progressively to be satisfactorily equipped in his preferred career. Mentoring also assists the mentee develop new abilities, and a larger organization to have competitive edge. Furthermore, mentoring consists of a number of measures, such as advising, teaching, coaching, advocating, sponsoring, role modeling and assistance with personal development and achieving a work life balance, (Geraci & Thyphen, 2017).

Also, Idoko, Ugwuanyi and Osadebe (2016 p:1) reported that "mentoring in librarianship is a process of learning and development based on a personal relationship in which an experienced librarian called a mentor aids a new librarian called mentee to develop as a professional and achieve professional goals". The mentor encourages the mentee to learn and be like him. Extant literature acknowledged the benefits of mentorship which involve quicker academic promotion, improved research output, and job satisfaction (Tjan, 2017). Mentees benefitted from mentoring through job recognition, job accomplishment, and job satisfaction, better job reward and remuneration.

Various benefits of mentoring to the mentor, mentee, the university and the library includes increase in encouragement, support and assistance, improvement from the encounters of others, boost in social confidence, decision making enhancement, communication and networks development, managing individual and academic issues. Organizations like universities and libraries furthermore benefit from mentoring by inspiring improved organizational learning and job retention. Mentoring variables for this study therefore comprised of career support, psychosocial support and role modelling support. Career support focused on the mentee's job and the organization. Career support is a continual enrichment recognized in an individual's life (Zanpantis, Skodou, Chalikias, Drosos & Papagrigrourou, 2017). Career support also features the mentoring relationship that assists mentees with their advancement in an organization. Career development functions include sponsorship, protection, challenging assignments, exposure, and visibility. Exposure and visibility involve creating opportunities where important decision makers can observe and appreciate an individual's competence, abilities, and special talents. Career support functions focus on the organization and the mentee's career.

Psychosocial support, on the other hand, is another indicator that affects the mentee at a personal level and spreads to other areas of life. Psychosocial support functions include acceptance, counseling, and friendship. Friendship is provided by informal interactions at work, and by a willingness to discuss a variety of issues. Psychosocial mentoring may enhance a person's

capacity and efficiency; assists to improve job-related stress, develop into a strong emotional connection between the mentor and the mentee, and become a positive, rewarding interpersonal interaction. Imitating an experienced and matured staff could enrich and develop the knowledge of an up-coming and growing staff.

Role modelling is an act and behavior of mentee emulating the mentor; a role model exhibits related attitudes, values, and behaviours to learn and to follow the mentor. The mentors are role models that enable the mentees to grow and advance on the job through information provided. Mentees have observed that mentors play a major role in determining their opinions on how they would act as mentors, thus emphasizing the significance of role modelling. Role modeling support focuses on mentees trying to reproduce the mentors' attitudes and behaviours because of the respect and trust in the mentors.

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. examine the level of mentoring of librarians in federal and state university libraries in Southern Nigeria;
3. examine the influence of mentoring on job satisfaction of librarians in federal and state university libraries in Southern Nigeria;
4. establish the relative influence of mentoring 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?

Hypotheses

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

- H₀₁ There is no significant influence of mentoring on job satisfaction of librarians in federal and state university libraries in Southern Nigeria;
- H₀₂ There is no relative influence of mentoring indicators on the job satisfaction of librarians in federal and state university libraries in Southern Nigeria;

The study focused on mentoring and job satisfaction of librarians in university libraries in Southern Nigeria. The independent variable, mentoring, used the Social Cognitive theory which measured career support, psychosocial support and role modeling support. The study also used the following indicators for the dependent variable to determine the level of job satisfaction of librarians in the federal and state university libraries in Southern Nigeria, conducive work environment, remuneration, recognition and promotion using Herzberg's Two-factor theory.

The librarians in federal and state university libraries in Southern Nigeria were used in this study. The study focused on 40 federal and state university libraries in South-East, South-South and South-West that make up Southern Nigeria. The sample size of 234 librarians in the federal and state university libraries in Southern Nigeria was used for the study while two hundred and twelve (212) were analysed. The justification for selection was the belief by the researcher that librarians have the ability to provide information needed on the main variables and sub-variables. The specific variables of mentoring were measured with job satisfaction of librarians in federal and state university libraries in Southern Nigeria. Forty university libraries in Southern Nigeria (South-East, South-South and South-West) were used for the study.

LITERATURE REVIEW

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 environment is provided for employees, they will perform better. Likewise, if a decent working environment is provided for librarians, they will be satisfied and perform better; librarians should be given a positive work atmosphere (Agada, Ojobo, & Tofi, 2020). Also, Sanjeevkumar (2012), maintained that low compensation

is a major factor in employees leaving their jobs. 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.

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, and Nduka (2018) identified workers recognition for contribution towards organization performance as a way of motivation. 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.

Promotion is likewise a key factor in job satisfaction. According to Kosteas (2021), 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.

Ariyo and Okwilagwe (2020) investigated the influence of organisational culture on job satisfaction of library personnel in selected academic libraries in three States in South-west, Nigeria. Descriptive research design of the survey type was adopted with a population of 265 library personnel selected from three academic libraries in three states in South-west, Nigeria. Data collected were analyzed using simple percentages and Pearson Product Moment Correlation analysis. Findings revealed that most of the professionals and the paraprofessionals of the selected academic libraries in Southwest, Nigeria had good organisational culture, good working environment and human relations in their libraries. Findings further indicated that most of the professionals and paraprofessionals in the selected academic libraries had high level of job satisfaction and there is a significant positive relationship between organisational culture and job satisfaction of library personnel in selected academic libraries in the three states in South-west, Nigeria

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 indicates 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.

Test of Reliability of the Research Instrument

Variables	Number of Items	Cronbach's Alpha
Job Satisfaction of Librarians	29	0.760
Mentoring	20	0.790

Source: Author's Computation, 2022

RESULT

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.

Table 1. 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

Table 1. Continuation

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	
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 1 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 4.2 shows that the weighted mean score of level of job satisfaction of librarians in federal and state university libraries in Southern Nigeria (\bar{x}) 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 (\bar{x}) score of 3.93, followed by promotion with the mean score (\bar{x}) of 3.70, and subsequently followed by conducive work environment with the mean (\bar{x}) score of 3.68, and remuneration, the least with mean (\bar{x}) 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 (\bar{x}) 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 (\bar{x}) 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 level of mentoring of librarians in federal and state university libraries in Southern Nigeria?

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

Table 2. Level of Mentoring of Librarians

Mentoring of Librarians	VH (%)	H (%)	MH (%)	ML (%)	L (%)	Mean	S.D	Average Mean
Career Support The level to which...								
My mentor takes a personal interest in my career development is	43 (20.3)	94 (44.3)	45 (21.2)	12 (5.7)	18 (8.5)	3.62	1.13	3.66
My mentor supports my professional goals is	40 (18.9)	97 (45.8)	45 (21.2)	15 (7.1)	15 (7.1)	3.62	1.09	
My mentor inspires me to take advantage of professional development programmes is	46 (21.7)	91 (42.9)	36 (17.0)	15 (7.1)	24 (11.3)	3.57	1.23	
My mentor always provides me with information on promotion opportunities is	43 (20.3)	94 (44.3)	36 (17.0)	15 (7.1)	24 (11.3)	3.55	1.22	
My mentor gives me responsibilities that enhances my career development on the job is	37 (17.5)	100 (47.2)	36 (17.0)	21 (9.9)	18 (8.5)	3.55	1.15	
My mentor exposes me to lots of career opportunities is	43 (20.3)	91 (42.9)	39 (18.4)	15 (7.1)	24 (11.3)	3.54	1.23	
My mentor trains me on the job is	46 (21.7)	76 (35.8)	48 (22.6)	18 (8.5)	24 (11.3)	3.48	1.24	
My mentor devotes special time and consideration to my career is	31 (14.6)	100 (47.2)	45 (21.2)	12 (5.7)	24 (11.3)	3.48	1.16	
Psychosocial Support The level to which...								
I see my mentor as a senior colleague is	67 (31.6)	70 (33.0)	45 (21.2)	15 (7.1)	15 (7.1)	3.75	1.18	3.55
I keep in touch with my mentor during work hours is	49 (23.1)	88 (41.5)	24 (11.3)	33 (15.6)	18 (8.5)	3.55	1.24	
I consider my mentor to be a friend is	46 (21.7)	82 (38.7)	45 (21.2)	18 (8.5)	21 (9.9)	3.54	1.21	
I discuss my personal concerns and problems with my mentor is	31 (14.6)	84 (39.6)	34 (16.0)	42 (19.8)	21 (9.9)	3.29	1.22	
My mentor and I always confide in each other is	46 (21.7)	64 (30.2)	36 (17.0)	33 (15.6)	33 (15.6)	3.27	1.37	
I socialize with my mentor after work is	31 (14.6)	70 (33.0)	54 (25.5)	24 (11.3)	33 (15.6)	3.20	1.27	
Role Modelling Support The level to which...								
I respect my mentor's ability to teach others is	61 (28.8)	79 (37.3)	42 (19.8)	15 (7.1)	15 (7.1)	3.74	1.16	3.43
I reverence my mentor's professional skills is	52 (24.5)	88 (41.5)	48 (22.6)	9 (4.2)	15 (7.1)	3.72	1.10	
I admire my mentor's ability to motivate others is	55 (25.9)	85 (40.1)	42 (19.8)	15 (7.1)	15 (7.1)	3.71	1.14	
I admire my mentor's skill to bring up others is	46 (21.7)	88 (41.5)	45 (21.2)	15 (7.1)	15 (7.1)	3.65	1.12	
I generally like my mentor's lifestyle is	49 (23.1)	79 (37.3)	48 (22.6)	18 (8.5)	18 (8.5)	3.58	1.18	
I always emulate my mentor is	42 (19.8)	80 (37.7)	63 (29.7)	9 (4.2)	15 (7.1)	3.56	1.12	
Weighted Mean and S.D of Level of Mentoring of Librarians						3.55	1.19	

N= 212 (Source: Field Survey, 2022)

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

***Decision Rule: 1.0-1.49 = 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 2 reveals the descriptive analysis of level of mentoring of librarians in federal and state university libraries in Southern Nigeria. The interpretation of the results was based on the decision rules stated to avoid misleading statistical interpretation. The result of Table 4.3 discovered that the weighted mean score of level of mentoring of librarians in federal and state university libraries in Southern Nigeria was 3.55 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 mentored on their jobs.

The result on Table 4.3 also indicated that role modelling of librarians in federal and state university libraries in Southern Nigeria was the highest with the mean (\bar{x}) score of 3.66, closely followed by career support of librarians in federal and state university libraries in Southern Nigeria with the mean score (\bar{x}) of 3.55, followed by psychosocial support of librarians in federal and state university libraries in Southern Nigeria with the mean (\bar{x}) score of 3.43 which had the least degree. Career support had a mean score of 3.55 which implies that the career development of librarians must be sustained in federal and state university libraries in Southern Nigeria. Psychosocial support had a mean score of 3.43, which is an indication that librarians should be sustained both personally and socially to perform better and be satisfied on the job. The highest mean score for role modelling of librarians in federal and state university libraries in Southern Nigeria also suggested that there was quality mentoring by librarians through role high modelling.

Research Question 3: What is the degree of motivation of librarians in federal and state university libraries in Southern Nigeria?

Hypothesis One: Mentoring does not significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria

Table 3. Simple linear regression Analysis of influence of mentoring on job satisfaction

Predictors	Model 1	Beta (β)	T	Sig. (P-value)	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	3.428		16.780	0.000	0.52	0.523	228.811	0.000
Mentoring	0.046	0.725	15.127	0.000	5			
Dependent Variable: Job Satisfaction Predictor: (Constant), Mentoring DF (F-Statistics) = 1,211 DF (T-Statistics) = 210								

N = 212 (Source: Field Survey, 2022)

Table 3 shows the simple linear regression analysis result for the influence of mentoring on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The independent variable of mentoring was regressed against job satisfaction of librarians using simple linear regression analysis. The result revealed that mentoring ($\beta = 0.725$, $t(210) = 15.127$, $p < 0.05$) has moderate, positive and significant influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria. The R^2 is the coefficient of determinant which explains the variation in the dependent variable due to change in the independent variable. The R^2 (0.525) of the regression model indicate that 52.3% of variation in mentoring 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 3, the established simple linear regression model 1 is thus expressed as:

$$M = 3.428 + 0.046 JS \dots\dots\dots \text{Model 1}$$

Where:

JS = Job Satisfaction

M = Mentoring

The regression model one shows that holding mentoring to a constant zero, job satisfaction would be 3.428, implying that the availability of mentoring 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 mentoring and job satisfaction of librarians in federal and state university libraries in Southern Nigeria with Beta = 0.725. This means that a unit increase in mentoring results to 72.5% 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 mentoring significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

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

Table 4. 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 4 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 4.7, the established multiple linear regression model 2 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

Hypotheses Testing Results

Hypotheses	Statement of Hypotheses	Results	Decisions
H ₀₁	Mentoring does not significantly influence job satisfaction of librarians in federal and state university libraries in Southern Nigeria	R ² = 0.725, $\beta = 0.725$, $t = 15.127$, $p < 0.05$	Rejected
H ₀₂	Mentoring(indicators) have no relative influence on job satisfaction of librarians in federal and state university libraries in Southern Nigeria	Adj. R ² = 0.548, F (3,361) = 85.126, $p < 0.05$	Rejected

N=212 (Source: Field Survey, 2022)

Discussion of Findings

This section presents the discussion of findings of the study in line with previous studies. The objective of the study was aimed at investigating the influence of mentoring and motivation on job satisfaction of librarians in federal and state university libraries in Southern Nigeria.

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. Furthermore, the findings of this study agreed with Hanif (2018) in Unegbu and Itsekor (2021), who conducted a research on the test of the level of satisfaction of librarians on their jobs and reported that academic librarians are more satisfied. However, the findings reflected a general mutual agreement with Herzberg's theory that library staff understands that personal improvement or development is a key to job satisfaction. 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.

Level of Mentoring of Librarians in Federal and State University Libraries in Southern Nigeria

Research question two sought to find out the level of mentoring of librarians in federal and state university libraries in Southern Nigeria. The result shows that the grand mean of level of mentoring of librarians in federal and state university libraries in Southern Nigeria is $\bar{x} = 3.55$ on a five point Likert-type rating scale. This result implied that the level of mentoring of librarians is high in federal and state university libraries in Southern Nigeria. The findings of this study disagreed with the finding of Abugre and Kpinpuo (2017) who reported very low presence of academic mentoring among senior and junior teaching staff in University of Ghana. However, the findings of this study agreed with Afolabi, Faleye, and Aremu (2015) who reported that majority of academic employees were participating in mentoring relationships, and 93.5 percent of the academic staff thought mentoring was beneficial. According to the findings, the majority of the academic staff at the university was involved in mentoring relationships and saw mentoring as a true approach to academic development. The findings also agreed with the findings of Nwankwo and Anozie (2017) who reported high mentoring activities of young librarians in South-East Nigeria and evidence of mentoring in place in these libraries for boosting the research prowess of librarians, but in an informal form.

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

The hypothesis which stated that mentoring does not significantly influence 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 mentoring 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 Ogunlana, Okunoye, and Ajani (2019) who investigated the influence of mentoring on mentee growth among cataloguers in a few university libraries in Ogun State, Nigeria and reported that mentoring has a significant impact on the mentees' professional growth and encouraged senior cataloguers to direct new and young cataloguers in the appropriate direction in order to eliminate unfavorable attitudes and perceptions.

Conclusion and Recommendations

The study concluded that mentoring is a significant factor in determining job satisfaction of librarians in federal and state university libraries in Southern Nigeria. This factor would assist in reducing redundancy and turnover effects among librarians. The factor 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.

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

1. The management of universities in Nigeria should ensure that mentoring is given more attention in order to have higher job satisfaction of librarians.
2. University administrators should introduce more mentoring policies that would require senior librarians to guide their junior colleagues to sustain mentorship among librarians while career support, psychosocial support and role modelling should be given more attention among university libraries in Nigeria.

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