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8-18-2021

## MENTORING AND EMPLOYEE MOTIVATION AS DETERMINANTS OF JOB PRODUCTIVITY OF LIBRARY PERSONNEL IN UNIVERSITY LIBRARIES IN OSUN STATE, NIGERIA.

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Zubairu, Aishatu Nya Miss; Ngeme, Franca Mrs; and Olagoke, Peter Dolapo Mr, "MENTORING AND EMPLOYEE MOTIVATION AS DETERMINANTS OF JOB PRODUCTIVITY OF LIBRARY PERSONNEL IN UNIVERSITY LIBRARIES IN OSUN STATE, NIGERIA." (2021). *Library Philosophy and Practice (e-journal)*. 6193.

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**MENTORING AND EMPLOYEE MOTIVATION AS DETERMINANTS OF JOB  
PRODUCTIVITY OF LIBRARY PERSONNEL IN UNIVERSITY LIBRARIES IN OSUN  
STATE, NIGERIA.**

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**Abstract**

*The study examined mentoring and employee motivation as a determinant of job productivity of library personnel, given the increasing importance and need for library personnel in providing effective and efficient information service delivery. In this ever-changing need of library users, it is necessary to examine what determines the job productivity of library personnel. A survey design was adopted for this study. The total number of library personnel in the ten university libraries was one hundred and fourteen, which constitutes the respondents for the study. A total enumeration was adopted in the study as eighty-six library personnel were used as the sample size. A questionnaire was used as an instrument for data collection. The data collected was analyzed using descriptive statistics of frequency counts, simple percentages, and inferential statistics of regression with the use of the Software Package for Service Solution (SPSS) tested at a 0.05 level of significance. The finding showed that the job productivity level of the library personnel is of a significant rate of 79.1%, which implies that they are productive and also mentoring determines their job productivity at 65.1% while the extent of the motivation of the library personnel responds rate is 58.1%. Mentoring (Beta = .510, t= 7.537, P<0.05) and motivation (Beta = .259, t= 4.108, P<0.05) had relative influence on job productivity. The study concluded that mentoring and motivation are essential for the development of productive library personnel. This study recommends that universities should embolden motivational practices.*

*Also, libraries should improve on their mentoring activities by encouraging the transfer of novel and long-standing skills to younger library personnel in the profession as a means of increasing their loyalty and increasing job productivity.*

**Keywords:** Mentoring, Employee motivation, Job Productivity, Library Personnel, University Libraries, Osun State, Nigeria.

## **Introduction**

The main goal of the library, irrespective of type, is to acquire, process, organize, disseminate information resources in different formats and provide access to them. Organizing and dissemination of this information are done by library personnel. These are professionals and para-professionals working in federal, state, and private university libraries in Nigeria. Considering the importance of library personnel in effective and efficient information service in achieving institutional goals and objectives, it is, therefore, necessary to study the job productivity of library personnel in these different universities. Job productivity could be defined as the ratio between output and total factors required to achieve it. Yaya et al. (2016) broadly captured job productivity as the ability to produce an item or service in the organisation. They further referred to job productivity as all efforts that an employee exerts towards the general production of goods and services in that organisation with the least input of skills, labour, material, and machines. Similarly, job productivity amounts to efforts put in place to achieve reasonable output in line with institutional goals and objectives or values (Igbinovia & Popoola, 2016).

In the context of the library, library personnel productivity can be referred to as the degree of efficiency the library personnel produces an output, and this can be measured in terms of their work efficiency and service effectiveness. Productivity can only be achieved when certain practices have been put in place, such as having mentoring practices to enable them to gain relevant skills in providing appropriate information resources to meet the increasing demands of their clientele. Ugah (2008) posits that productivity is achievable in libraries if the library management can discover the inherent potentials in each library staff and apply all needed strategies to ensure these strategies are harnessed; among these numerous strategies' is mentoring. The most effective and productive way for library personnel to keep up with these technological changes is to seek professional development opportunities, as opined by

(Wnabueze & Njideka, 2016). Job productivity of library personnel could be influenced by mentoring.

To gain relevant skills in this ever-changing world of information and communication technological development, mentoring becomes necessary. Mentoring is a developmental, caring, sharing, and helping relationship where one person (mentor) invests time, know-how, and efforts in enhancing another person's (mentee), knowledge, growth, and skills by responding to critical needs in the mentee's life in ways that prepare him/her for greater productivity or achievement in the future (Ridout, 2006). Similarly, Haggard et al. (2011) viewed mentoring as a one-to-one reciprocal relationship between a more experienced and knowledgeable faculty member (the mentor) and a less experienced one (the protégé). The relationship is characterized by regular/consistent interaction over a while to facilitate protégé development. Researchers have shown that having a mentor improves employees' engagement. Over the last several decades, mentorship has been increasingly recognized as essential to personal productivity in an institution. Mentoring is an important concept for libraries as work functions cannot be adequately performed, where less experienced staff members are left to perform library duties without the guidance of more experienced personnel. The need for mentoring in libraries is evident as Turner and Ruskin (2004) noted that the best collection and latest technology are useless without outstanding and service-oriented staff. Irrespective of library holdings, a library cannot meet the needs of users if the personnel lack the required job skills. Bello and Mansor (2013) opined that mentoring is a way of retaining and maintaining the workforce in any organisation. Research has shown that having a mentor enhances employees' job productivity (Allen et al. 2016). Over time, mentorship has been increasingly recognized as essential to personal productivity because it is viewed as a roadmap to fostering positive work change and a method of skills acquisition which is essential for job productivity (Njoku 2017). Consequently, for personnel to be productive, they must not be only furnished with indispensable work tools but also with the knowledge required to perform the job. Therefore, the transfer of skills through mentoring will not only assist the library profession in coping with transitional challenges but also enable them to acquire skills necessary to handle the constantly changing needs of their clientele thereby, increasing their level of productivity. For library personnel to effectively and

efficiently utilize their skills to satisfy the information needs of their library users, the need for proper motivation becomes inevitable. Robbins et al. (2009), as cited in Hanaysha and Majid (2018), established that employees' motivation is exhibited through their willingness to effectively use their knowledge and skills to achieve the desired organisational objectives. Berelson and Staines (2003) opined that motivation is an inner state that inspires actions as well as directs and channels behavior towards a goal. George and Jones (2012) termed motivation as self-induced forces that control the directions and behavioral patterns of the workforce in an organization taking into account their levels of commitment and enthusiasm towards the successful accomplishment of set goals. Motivation among library personnel would play an important role in transforming institutions. Thus, both employers and decision-makers must identify the needs and concerns of their personnel and further understand what drives their productivity (Rodriguez, 2015). This is because employee motivation has become a great challenge facing most organizations and has in recent years assumed a global dimension. Dugguh (2014) affirmed that if employees are well motivated by their employers, they tend to put in their best to ensure that the organisational goals and objectives are met. Hence, it yields productivity.

### **Statement of the Problem**

Human resources form an integral part of institutions. Most institutions regard them as its' greatest asset. This is applicable to university libraries, as service provision is dependent on library personnel who carry out the day-to-day activities to ensure that goals and objectives are achieved. However, for them to be more productive and perform their duties effectively, library personnel need to have a sense of satisfaction in their job, but this may not always be the case as some literature suggests that some library personnel may not be motivated with various aspects of their work, more so, may lack the technical know-how in executing their duties thereby leading to low job productivity. Considering the indispensable significance of job productivity to institutional effectiveness, this study, therefore, examined mentoring, employee motivation as determinates of job productivity of library personnel in university libraries in Osun State, Nigeria.

### **The objective of the study**

The general objective of the study is to investigate mentoring, employee motivation as the determinant of job productivity of library personnel in university libraries in Osun State. The specific objectives are to:

1. ascertain the level of productivity of library personnel in university libraries in Osun State;
2. examined the extent of mentoring practices among library personnel in universities libraries in Osun State;
3. find out the extent of the motivation of library personnel in university libraries in Osun State; and
4. examine the relative influence of mentoring and motivation on job productivity among library personnel in libraries in Osun State.

### **Research Questions**

1. What is the level of job productivity of library personnel in university libraries in Osun State?
2. What is the effect of mentoring on the productivity of library personnel in university libraries in Osun State?
3. What is the extent of the motivation of library personnel in university libraries in Osun State?
4. What is the relative influence of mentoring and motivation on job productivity among library personnel in university libraries in Osun State?

### **Hypotheses**

H<sub>01</sub>: There is no significant relationship between mentoring and job productivity of library personnel in university libraries in Osun State.

H<sub>02</sub>: There is no significant relationship between motivation and job productivity of library personnel in university libraries in Osun State.

### **Literature Review**

Jennifer and George (2006) are of the opinion that the performance of workers contributes directly to an organisation's level of effectiveness, efficiency, and even towards the achievement of administrative goals. It also stated that a organisation's failure to satisfy its

workers might have a negative influence on its organisational effectiveness and efficiency, thereby affecting employee's productivity levels. According to Inyokwe and Agwunobi (2017), such productivity greatly depends on the knowledge and skills possessed by the individual employees. Library personnel is expected to perform their duties to some acceptable level of efficiency to library users. Therefore, there is a need for library personnel to fix a practice in place that can enhance the job productivity of its personnel. In librarianship, there are tangible services that library personnel is expected to perform to satisfy the information needs of the library clientele. This can be achieved when a younger worker is properly mentored by more experienced personnel. The concept of mentoring has evolved into a multidimensional interactive process that is characterized by a relationship between a more knowledgeable individual and a less experienced individual, that is a process that is geared towards the transfer of expertise,

Mentoring would include a variety of activities or relationships, such as teaching, advising, advocacy, role modeling, coaching, sponsoring more so, assisting the mentee with personal development that can help in achieving a work-life balance (Geraci & Thyphen 2017). This relationship provides an avenue for new personnel to observe organisational activities under the supervision of an experienced professional. Munro (2009) surmised that mentoring is a process in which a more knowledgeable person (a mentor) provides career and/or personal support to another individual (a protégé). Lankau and Scandura (2002) describe mentoring as a process where a mentor encourages protégés to value learning by imparting wisdom about the norms and values, which are specific to the organisation and help advance the protégé's career. However, for an effective transfer of expertise to be achieved, the personnel will be motivated.

Maduka and Okafor (2014) defined motivation as the willingness of an individual to put greater effort into attaining particular goals. Similarly, Robbins (2001) reported that the motivation of an individual represents the energies that could inspire, direct, maintain or enhance his/ her job productivity. Gray and Garvey (2016) conducted a study on the influence of mentoring on job productivity among librarians in the United States of America (USA) and found that mentoring promotes greater self-awareness and more informed decision making and solutions which consequently enhances job productivity. Mundia and Iravo (2014) affirmed that

the role of mentoring helps in human resources development, which has the potential to enhance productivity in academic libraries.

A study by Njoku (2017) opined that a Mentoring program had become a roadmap to fostering positive work change that enhances job performance. The study recommends that academic libraries should be encouraged to design and adapt to mentoring program strategies and guidelines that will not discriminate among staff but offer the right approach and method for the acquisition of skills and competencies necessary for job productivity.

Also, Tjan (2017) postulated that mentorship increases research productivity. Rodriguez (2015) conducted a study on the influence of motivation on job productivity and found that rewards and incentives add value to employees' achievements, motivate them, and energize their progress by making them realize that they have to earn for what they accomplish. The author affirmed that motivation would further encourage employees' creativity and ensure their high quality of work performance. Ramdhani (2008) examined the relationship between motivation and employee productivity in the higher education context and found a positive link between both of them. They further indicated that employees' motivation is highly correlated with the level of productivity. Martocchio (2016) conducted a study on the influence of motivation on job productivity among librarians and found that there was a significant influence of motivation on job performance. When personnel is motivated to work, there is every tendency for them to exert high levels of effort and, more so, devote their full energies to accomplish their given tasks because they feel such efforts will be given rewards by their institutions.

Nwankwo et al.'s (2018) study on the impact of motivation on the job productivity of nurses in Enugu Metropolis. The population of the study comprised two hundred and fifty (250) teachers. A questionnaire was used to collect data from the respondents. The results showed that there was a significant positive relationship between motivation and job productivity. It was also found that motivation had a significant positive predictor of the job productivity of teachers. The authors surmised that high motivation increases the job productivity of teachers.

## **Methodology**

The study adopted a descriptive survey design. The population of the study comprised all library personnel in universities in Osun State, which comprised ten universities, both public and



private universities. These include Obafemi Awolowo University, Osun State University, Joseph Ayo Babalola, Redeemers University, Oduduwa University, Bowen University, Kings University, Fountain University, Adeleke University, and Westland University. The total number of library personnel in the ten universities was one hundred and fourteen (114). The total enumeration technique was due to manageable population size and to ensure robust participation of all library personnel. A questionnaire was used as an instrument for data collection. Also, Google forms were employed, which were administered to the respondents via online professional associations sites. Eighty-six responses were received from the respondents, which was used for data analysis. The data were analyzed using descriptive and inferential statistics. The research questions were analyzed using descriptive and inferential, while regression analysis was used to analyze research question 4 with the aid of the Statistical Package for Service Solution (SPSS, 21) at a 0.05 level of significance.

**The population of Library personnel in University libraries in Osun State**

<b>Name of Institution</b>	<b>Professional/ Para-professional library personnel</b>
Obafemi Awolowo University	32
Osun State University	15
Joseph Ayo Babalola	15
Redeemers University	9
Oduduwa University	4
Bowen University	19
Kings University	2
Fountain University	2
Adeleke University	13
Westland University	3
<b>Total</b>	<b>114</b>

**Results**

**Table 1: Demographic information of the Respondents**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
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<b>Sex</b>		
Male	37	43.0
Female	49	57.0
<b>Working experience</b>		
1-5 years	24	27.9
6-10 years	32	37.2
11-15 years	19	22.1
16-20 years	9	10.5
21 years and above	2	2.3
<b>Educational qualification</b>		
OND	4	4.7
HND	10	11.6
BLS/BSc	39	45.3
MLS/M.SC	31	36.0
Ph.D	2	2.3
<b>Sections</b>		
Circulation	24	27.9
References	18	20.9
Technical	32	37.2
E-library	12	14.0

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Table 1 shows that 37 (43.0%) were male, and the rest 49 (57.0%) were female. This means that females participated more in the study than their other counterparts. The respondents had different years of work experience; respondents with 6-10 years of service had a larger population of participants (37.2%) followed by 1-5 years (27.9%), 11-15 years (22.1%), 16-20 years (10.5%) while respondents with 21 years and above had the least number of participants (2.3%). This means that respondents who had 6-10 working experiences participated more in the study. Also, 4 (4.7%) had OND as their highest educational qualification, 10 (11.6%) had HND, 39 (45.3%) had B.LS/B.Sc., 31 (36.0%) had masters, and the rest 2 (2.3%) had other Ph.D. This means that respondents who had BLS/B.Sc. Participated more in the study. Twenty-four (27.9%)

were in circulation section, 18 (20.9%) were in reference, 32 (37.2%) were in technical and the rest 12 (14.0%) were in e-library. This means that respondents who were in technical section participated more in the study than their other counterparts

**Research question 1:** What is the level of job productivity of library personnel in university libraries in Osun State?

**Table 2: Level of Job productivity of library personnel**

S/N	Purpose	Aggregate Agreement Score%/AAS	Aggregate Disagreement Score%/ADS
Effectiveness			
1	My library provides realistic and clearly defined quality achievable goals	( 79.1)	(20.9)
2	My library does a lot to ensure that workload is fair	(64.2)	(4.9)
3	I have the tools and resources to do my job well	(74.5)	(25.6)
4	My supervisor is always impressed with the results I get when I am assigned work to me	(67.5)	(32.6)
Efficiency			
5	I am always praised for completing tasks assigned to me on record time	(67.9)	(41.9)
6	My library provides me with a job schedule to ensure time is properly utilized	(65.1)	(34.9)
7	I often get my job done properly in good time	(58.2 )	(41.9)
8	I am very prudent with library resources because I am held accountable	(72.1)	(27.9)

From the table above, table 2 depicted the response rate on job productivity in terms of effectiveness and efficiency of library personnel. Under effectiveness, the aggregate agreement rate is (79.1%), and the aggregate disagreement response is (20.9%). However, the maximum aggregate agreement for efficiency is 72.1, and the least is (27.9%).

**Research question 2:** What is the effect of mentoring on job productivity of library personnel in university libraries in Osun State?

**Table 3: Effect of Mentoring on Job Productivity**

s/n	Mentoring	Aggregate agreement %/AAS	Aggregate disagreement score %/AAS
1	Through mentoring, I am always assisted and have a positive and encouraging attitude to my work	(65.1%)	(34.9%)
2	With mentoring am able to improve my work output	(48.8%)	(46.2%)
3	With mentoring, I am always helped with assignments/tasks that otherwise could have been difficult to complete on time	(67.4%)	(32.5%)
4	Through mentoring, I am provided with constructive and useful critiques for my work.	(60.5%)	(39.5%)

The analysis, as showed in Table 3 above, showed the effect of mentoring on job productivity. with a maximum response rate (67.4 %) and followed by (32.5 %), which is the least.

**Research question 3:** What is the extent of the motivation of library personnel in university libraries in Osun State?

**Table 4: Extent of Motivation of library personnel**

S/N	Cumulative VGE/GE	Cumulative ME/LE
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		Score%	Score%
Extrinsic factors			
1	My institution pays me well	(46.5%)	(53.5%)
2	Promotions are normally given as at when due	(41.9%)	(58.1%)
3	I usually attend seminars/ conferences sponsored by my institution	(48.9%)	(51.2%)
Intrinsic factors			
4	My institutions normally encourage their personnel to further schooling	(44.8%)	(55.8%)
5	My working environment is conducive	(46.5%)	(53.5%)
6	I normally receive an allowance for special duties and overtime on the job	(51.1%)	(48.8%)

Table 4 depicted both extrinsic and intrinsic factors that motivate personnel. The maximum respondent rate on extrinsic factors indicates that the cumulative moderate and low extends is 53.5 %, with the least cumulative very great extend and great extend VGE/GE of 41.9 %. While on the intrinsic factors, the showed that cumulative Moderate and low extend has the maximum with 55.8%, and then the least of cumulative very great extent and great is 44.8%.

**Research question 4:** What is the relative influence of mentoring and work motivation on job productivity?

**Table 5: Relative influence of mentoring and work motivation on job productivity of library personnel**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	15.351	6.967		2.203	.029
1 Mentoring	1.892	.251	.510	7.537	.000
Motivation	.729	.251	.244	2.902	.004

a. Dependent Variable: Job productivity

Table 5 shows that the significant relative influence of mentoring and work motivation on job productivity among library personnel. The most potent factor was mentoring (Beta = .510, t= 7.537, P<0.05) followed by motivation (Beta = .259, t= 4.108, P<0.05). It could be concluded that mentoring and work motivation influenced job productivity of library personnel

H0<sub>1</sub>: There is no significant relationship between mentoring and job productivity of library personnel in libraries in Osun State.

**Table 6: Relationship between mentoring and job productivity among library personnel**

Variable	Mean	SD	N	Df	R	Sig	Remark
Mentoring	25.56	4.42	86	84	203**	0.000	Sig.
Job productivity	33.30	6.31					

\*significant at 0.05

Table 6 presents the relationship between mentoring and job productivity. Results indicated that there is a significant positive correlation between mentoring and job productivity (r = 0.203\*\*; $p < 0.05$ ). This means that proper mentoring given to library personnel would enhance their job productivity. Therefore, H0<sub>1</sub> is rejected.

H0<sub>2</sub>: There is no significant relationship between motivation and job productivity of library personnel in libraries in Osun State.

**Table 7: Relationship between motivation and job productivity of library personnel**

Variable	Mean	SD	N	Df	R	Sig	Remark
Motivation	24.62	4.06	86	84	448**	0.000	Sig.
Job productivity	33.30	6.31					

\*significant at 0.05

Table 7 presents the relationship between motivation and job productivity. Results indicated that there is a significant positive correlation between motivation and job productivity (r = 0.203\*\*; $p < 0.05$ ). This means that when library personnel is well motivated by their employees, it will enhance their job productivity. Therefore, H0<sub>2</sub> is rejected.

## **Discussion of findings**

It was revealed that the level of job productivity of library personnel response rate is (79.1%), which indicates that a large number of the respondents from these universities under survey in Osun State have a high level of job productivity. This finding is in agreement with the Study of Inyokwe and Agwunobi (2017), whose results showed that the employees are significantly productive on their job which is based on satisfaction of working conditions as such productivity greatly depends on the knowledge and skills possessed by the individual employees, and are important in determining the job productivity, The finding also supports that of Akinyele (2010) who reported that about 80% of productivity concerns are as a result of the nature of a worker's environment in institutions. A favorable work setting guarantees the well-being of workers, which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity.

The findings to research question two revealed that a large number of the respondent with a response rate (67.4%) agreed that mentoring has a positive impact on their job productivity. The finding agrees with the Study of Njoku (2017) finding shows that there is a significant influence of mentoring on the job productivity of librarians in the South-East and South-South zones of Nigeria. Also, it was reported that a mentoring program had become a roadmap to fostering positive work change that enhances job performance. The finding also lends credence to that Ragins (2016), who reported that mentoring is an inter-independent "cultivation" of highly professional personnel to the mentee, which involves the development of the institutions' training base.

The finding from research question three revealed the extent to which library personnel is motivated to work is moderate, with an extrinsic rate of (53.5.4%). And the intrinsic rate of (55.8%). Based on research question three, the maximum respondent rate indicated that library personnel is moderately motivated to work with more motivation from the intrinsic factors. This result gives an understanding of the notion that money is not everything when it comes to motivating a certain category of library personnel and also that non-cash rewards appeal to employees on a personal level. The finding corroborates that of Vrancic (2015), who reported that non-cash rewards are important practices in institutions across the globe with astounding results. The finding also goes in line with that of Rodriguez (2015), who conducted a study on

the influence of motivation on job productivity and reported that rewards and incentives add value to employees' achievements, motivate them, and energize their progress by making them realize that they have to earn for what they accomplish. The study further affirmed that motivation would further encourage employees' creativity and ensure a higher quality of productivity.

It was also revealed that mentoring and motivation had a relative influence on job productivity. This means that when library personnel are well mentored, such as nurturing, training, teaching, coaching, and helping mentees to acquire new skills, among others, could have a positive influence on job productivity. If library personnel are well-motivated time-to-time, it could also have a positive influence on their job productivity. The finding substantiates that of Gray and Garvey (2016), who conducted a study on the influence of mentoring on job productivity among librarians in the United States of America and found that mentoring promotes greater self-awareness and more informed decision-making and solution, which consequently enhances job productivity. The finding also concurs with that of Martocchio (2016), who conducted a study on the influence of motivation on job productivity among librarians and reported that there was a significant influence of motivation on job productivity. When personnel is motivated to work, there is every tendency for them to exert high levels of effort and, more so, devote their full energies to accomplish their given tasks because they feel such efforts will be given rewards by their institutions.

### **Conclusion and Recommendations**

Mentoring and motivation are essential for the development of library personnel, as these could enhance their job productivity. It could be deduced from the findings that if library personnel are not well motivated by the library management, it could inhibit their job productivity as services that are rendered in the library to its users would be at a low ebb. It is worth mentioning that mentoring determines the job productivity of library personnel. Although, driving sustainable productivity starts before personnel's first day on the job because most institutions have roadmaps to what they intend to achieve. From this study, it can be concluded that the job productivity level of library personnel needs to be sustained and for this to be achievable, the secret lies in shifting the employee productivity curve, not at the middle of the personnel lifecycle, but from the very beginning of employee job and throughout the entire



lifecycle with a constant mentoring and motivation strategies. Therefore, universities and university libraries' management should strategize on ways to develop their libraries and to foster good motivation to library personnel, and also imbibe mentoring culture to avert low job productivity amongst library personnel. Therefore, the following recommendations are made:

University libraries should improve on their mentoring activities by introducing strategies or activities to enhance the transfer of expertise from experienced personnel to younger library personnel in the profession as a means of increasing their loyalty and increasing job productivity among them.

There is a need for university library management to carry out self-assessment on factors that may be responsible for the low job productivity of library personnel in their library and strategize means/implement policies to enhance job productivity.

Motivation can be achieved and sustained by, in libraries at all times, and especially, when they are paid as at when due, promotion should be given to those who are due for it, insurance policy is not a bad idea. All these would make library personnel be productive.

Management of each university needs to know how best their personnel can work beyond the call of duty. Thus, it is necessary for both the library personnel and decision-makers in an institution to identify the needs and concerns of their personnel and further understand what drives them to be more productive.

In order to enhance job productivity among library personnel, institutions should not operate under the conditions of lack of clear cut orientations and mentoring practices as well as poor personnel motivation practices.

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