THE MEDIATION OF ORGANIZATIONAL DIAGNOSIS ON MOTIVATION AND JOB SATISFACTION OF LIBRARIANS IN REGION XI

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ABSTRACT

This study aimed to determine the mediating effect of organizational diagnosis on the relationship between motivation and job satisfaction of librarians in Region XI. The descriptive correlation technique utilized a non-experimental quantitative research design employing the descriptive correlational method in this study. The research used adapted questionnaires modified to suit the study's objectives. A total of 132 librarians as respondents through stratified-random sampling surveyed. Mean, Pearson-r, and Path Analysis are statistical tools employed in analyzing and interpreting the data. The researcher personally supervised and administered the questionnaire to the respondents through google forms survey to ensure accuracy and prevent the occurrence of ambiguity. Results showed that librarians posted a very high level of motivation, also a very high level of job satisfaction, and a very high level of organizational diagnosis resulting from partial mediation. Findings also revealed a significant relationship between motivation and job satisfaction, motivation and organizational diagnosis, and organizational diagnosis and job satisfaction. This research observed a partial mediation of the effect of organizational diagnosis on the relationship between motivation and job satisfaction; thus, organizational diagnosis is one of the reasons why motivation can influence job satisfaction.

KEYWORDS: *library and information science, motivation, job satisfaction, organizational diagnosis, path analysis, mediation, Philippines*

I. INTRODUCTION

Job dissatisfaction is one of the biggest challenges in different sectors nowadays, and the librarians on this matter are not exempted. As Peng et al. (2022) suggested that librarians initially feel dissatisfied with their job because of their behavioral working environment, which includes their relationship with peers, colleagues, teams, workgroups, or departments. In addition, Peng et al. suggested that job dissatisfaction strongly correlates with the behavior with which integration of identity and characteristics. However, identity is compliance support of satisfaction. Moreover, job satisfaction among librarians is one of the predictors of their motivation to put their affective and cognitive capital into achieving their goals (Bright, 2020).

Workers in the librarianship field have highlighted the working environment's importance. Most of them find contentment and satisfaction in a welcoming and happy milieu which could result in them delivering their best service. More so, librarians who are most satisfied with their organization are found to be most devoted to working and are more likely to stay in the field regardless of the

possible occurrence of the worst-case scenario. Meanwhile, job satisfaction is an instrument that works well to determine an individual's motivation reaction to organizational diagnosis; however, due to the confusing structure of this indicator, a multi-dimensional approach to evaluating an employee's job satisfaction is required. Consequently, organizations worldwide are finding ways to evaluate such, and one of the most successful methods used by far is to solicit data from employees (Issa, 2021).

Employee retention is determined by job satisfaction; motivating employees for organizational diagnosis to stay with the firm for the long term is one of the most critical factors in assuring success. Additionally, employee satisfaction contributes to a healthy working environment in which employees are less likely to crib or complain and are more focused on their tasks. As Bethena (2018) suggested, employee satisfaction levels impact employees' happiness and identify elements that drive management and culture that can help them enjoy financial, cultural, and brand equity benefits.

Librarianship is considered a stable job, and because of its competent salary, many people are motivated to be in this kind of work field; however, various studies have justified

that librarians are not only working for monetary compensation (Indeed Editorial Team 2022). Nonetheless, regardless of several justifications provided by different studies, librarians, as professional as they are, also have other reasons as to why they choose to give their services in such an arena; this, if not satisfied, will lead to dissatisfaction.

Conversely, despite the number of studies that correlate motivation and job satisfaction of employees, the researcher has not come across a study that assesses the relationship in determining the mediation of organizational diagnosis on motivation and job satisfaction of librarians, specifically in Region XI. With that stated, the researcher finds it necessary to conduct research that focuses on the factors that can promote librarians' motivation and job satisfaction in their working environment. Thus, the present study shall contribute significantly to a better understanding of organizational diagnosis concerning librarians' motivation and job satisfaction.

II. LITERATURE REVIEW

Provided in this section are the discussions of the variables and their indicators, namely; the motivation conceptualized by (Jahagirdar, 2015) that the indicators are basic needs; safety, social; esteem; and self-actualization. Job satisfaction (Boone County Government Employee Reviews, 2019) the indicators are work and workplace, supervisor and management; benefits and rewards; communication, and organizational diagnosis (Preziosi, 2010). Then, a discussion of the relationships between variables will also be present.

Motivation

Maslow stated that an individual's psychological requirements must be met. This discussion focused on learning that helps people stay on track. The hierarchy of needs includes the necessities, security, social, identity, and personality criteria. As Cherry (2021) suggested, people must be able to satisfy their intrinsic demands to be self-actualized. Motivation is an internal process that satisfies the requirements for survival, well-being, and advantage (Souders, 2021). The hierarchy of needs, which Abraham Maslow devised, is one of the most lasting psychological concepts. Although Maslow did not create the frequently shown pyramid, it is the picture that comes to mind when addressing the concept. There have also been claims that Maslow's theory does not adequately acknowledge the Southern Albertan Blackfoot peoples for their fundamental contribution to the hierarchy (Bear et al., 2022).

Correspondingly, motivations are essential in every aspect of human life. The human primary motivating demand has three distinct categories that help understand the motivation. These are the following; the urge for power,

affiliation, and achievement (Murayama, 2018; Santan-Monogas & Nuñez, 2022; Sloot et al., 2022). Maslow's theory of human needs is a psychological, motivational framework that includes five aspects of human desires that will often show systematically. Before individuals attend to higher-level needs, the first hierarchy must be satisfied. Physiological, security, belonging and love, esteem, and personality are the needs that rise from the bottom of the hierarchy (McLeod, 2022). the basic human needs procedures might satisfy the fundamental human requirements of society's most disadvantaged and excluded groups. Concerning food, shelter, clothes, and public social services, including safe drinking water, health care, and education, this segment of society has experienced significant hardship (Shergill, 2021).

Determining what drives each employee while considering their unique variations is the most challenging job in employee motivation. Individual variations, in other words, have been recognized as the critical barrier to effective employee motivation management (Basnet et al., 2022; Kurniwan et al., 2022). Employees are motivated by a desire to reach their full potential; therefore, they will eagerly seek out additional duties and look for the significance and personal growth of their colleagues' work. Some people with high-quality work become self-actualized, while others may come up with innovative and valuable ideas. Managers can utilize various techniques to help their subordinates accomplish personal and organizational goals by knowing their levels of self-actualization and requirements.

On the other hand, the importance of motivation in successful management and leadership cannot be overstated. When employees are not inspired to achieve the company's goals, productivity suffers (Tanner, 2021). On the other hand, the significance of motivation in effective management and leadership cannot be emphasized. Productivity falls when workers are not motivated to meet the company's objectives (Zulxaydarova & Qosimova, 2021).

To understand employee motivation and satisfaction, Herzberg recommends taking a two-step strategy. The components of motivation are dependent on the necessities at work. Company policy, supervision, interpersonal interaction, working circumstances, and a sense of job security are all issues that affect an individual's motivation. When motivation factors are active, they are based on a person's development requirements. They are motivated to do tasks to achieve a particular objective (Dejen, 2022; Kuijk, 2018; Nickerson, 2021). Motivation is one of the most fundamental variables in human behavior and performance. When studying how individuals are motivated at work, the two-factor concept is comparable to Maslow's hierarchy of needs but contains several extra factors. Individuals' lower-level wants (extrinsic or hygienic traits)

would buffer them from discontent rather than inspire them to work hard. On the other hand, higher-level requirements (intrinsic or motivation components) must be addressed to drive employees (Steinhilber, 2017; Zheng et al., 2022).

The first indicator of motivation is *basic needs*; these necessities are significant since they encompass items necessary for human survival. Humans are driven to fulfill specific requirements, and some are prioritized above others. According to the study by Cherry (2021), the employee's basic needs are for physical survival, which are the fundamental motivators for their actions. The body will not function properly if the physiological prerequisites of human existence are not supplied. The primary drivers of the employee's behavior are their necessities for physical survival. The human body will not operate correctly if the physiological requirements for human existence are not met (Shade et al., 2021).

According to Maslow, physiological needs are the most important, and all other wants come second until these needs are addressed (McLeod, 2022). Furthermore, the most fundamental human requirements must be met to the bare minimum. The list includes fundamental essentials as well as access to the needs of individuals (Amofah et al., 2022; Kader, 2021; Shultz, 2022). The most straightforward necessities of human existence are to be provided. The list includes access to necessities and items that people require (Aiste, 2022).

The second indicator of motivation is *safety needs*, one of the essential basic and evolutionary needs to maintain or improve the condition. Meanwhile, these requirements include physical protection, job, resources, family morality, and health. All creatures need protection; they no longer seek refuge from hungry predators, unlike other animals and early man. However, safety remains a priority, and activities are designed to assure survival (Interaction Design Foundation, 2020; McLeod, 2022). Correspondingly, humans' innate propensity for security and safety intelligence is bypassed. Just a few of the life safety criteria include health care, suitable housing, and employment stability. Maslow's hierarchy of needs, before higher-order goals like love and self-actualization, are satisfied, lower-order desires like safety must be met (Smith & Sweet, 2021; Waltemire & Bush, 2020). The inclination for security and safety intelligence that individuals have disregarded. Health care, proper housing, and stable work are only a few of the life safety requirements. Preserving or enhancing the condition is one of the essential fundamental necessities and an evolutionary need (Hu et al., 2022).

Additionally, people strive to protect their safety when making life decisions. They buy insurance, such as health and auto, to protect themselves from unforeseen events. They do these things to boost their sense of safety and security and make them feel more at ease in their daily lives (Majumar et al., 2021; Smartalk, 2018).

The third indicator of motivation is *esteem needs*. Self-esteem is a widely-studied psychological construct that has been linked to success or failure in a variety of areas. Its importance in education has been debated, but it has eluded clear explanations (Granjo et.al., 2021; Habrat, 2018).

Moreover, self-esteem necessitates the desire to feel good about something. According to Maslow, there are two mechanisms of esteem needs: the first is feeling self-assured and good about oneself; the second is based on sensations valued by others, such as our accomplishments and contributions that others have acknowledged. People will feel confident and see their contributions and achievements if their esteem requirements are addressed. However, if their esteem needs are not addressed, they will lack confidence in their work, and no achievements or contributions will be made (Hopper, 2020; Interaction Design Foundation, 2020).

Additionally, People's self-esteem and desires must be assessed consistently and realistically. The esteem needs idea is a motivational board that consists of two different but linked components of strivings. Success, competence, and mastery are the initial components of people's esteem requirements. The second aspect of esteem needs is people's need for other people's admiration, importance, and respect (Di Domenico & Fournier, 2020; MasterClass Staff, 2021). One of the three motivators humans possessed was recognizing the need for accomplishments. A need for association and power were the other two motivators. The attention and credit obtained from others were the second forms of esteem requirement (Miller, 2020).

The fourth indicator of motivation is *love needs*; attractions, affection, intimacy, and dedication of an employee to their loved ones and workplace are all aspects of love requirements. Humans need love to be accepted by others and to have a sense of belongingness. The essential requirements for safety and bodily well-being were ranked first and second; not meeting these needs has been linked to psychopathology. Dissatisfaction will result if these demands are not met. If these needs are not addressed, they will lead to dissatisfaction. Love and belonging can be found in broad relationships, such as group membership, or more particular relationships, friendships, parent-child interactions, and romantic partnerships are examples of these types of relationships (Pinkus, 2020; Sianipar & Jusmaya, 2019). Everyone wants to experience love and desire. They desire a sense of significance within their families, social networks, and communities. According to this view, meeting one's needs for love and belonging is necessary to improve one's mental health and foster personal development. Here are some reasons why these requirements matter and examples of how to meet them (Thomas, 2022).

Similarly, because the development of interpersonal connections precedes and facilitates the establishment of society, love requirements are essential for fulfilling safety requirements. There are never more stories of lovers, parents, and friends laying down their lives to save the people they love. Besides, people are more eager to give their lives for their loved ones in the new period, when established power structures have crumbled and interpersonal interactions are the only thing that keeps them alive (Oved, 2020). These requirements, according to Maslow, are lower priority than physiological and security needs (Desmet, & Fokkinga, 2020; Sosteric & Rakvonic, 2020). Regardless of gender, everyone requires affection. Nevertheless, because men and women show love differently, it might sometimes seem to romantic partners that they are loved more than they are (Sinusoid, 2021).

The fifth indicator of motivation is *self-actualization needs*; people are said to realize their maximum potential in their adult years. Some adolescent-related research tends to concentrate on the circumstances that should be present for teenagers to be interested in self-actualization. Despite the increased focus on excellent adolescent development and thriving throughout adolescence, it involves both the process of a person attaining their self-defined maximum potential and the actual outcome or realization of that potential (Interaction Design Foundation, 2020; Levesque, 2018). It is believed that the best way to conceive self-actualization is as the sum of its elements rather than as individual attributes. One may not have fully acquired self-actualization, for instance, even if one exhibits a creative spirit, which is a sign of self-actualization (Davis, n.d.). A person achieving progress is said to be self-actualizing. In other words, they can accept strengths and flaws, be aware of their potential, be satisfied with what they have, seek personal improvement, want to fulfill their mission in life, and be appreciative of life itself (Lyons, 2021).

In addition, Curiosity, self-acceptance, meaningful connections, environmental mastery, personal growth, autonomy, and a feeling of purpose are crucial to consider when it comes to self-actualization. Maslow's study looks at the tension between defenses and growth drive, also the tension between self-actualization and self-transcendence. Maslow defines self-actualized people as those who have achieved their full potential and are driven by health, growth, completeness, integration, humanitarian obligation, and the "real challenges of life" rather than a rigid hierarchy of desires. In other words, growth, Curiosity, and love for humanity were far more motivating factors for higher self-actualization ratings than meeting basic requirements (Kaufman, 2018; Legg, 2020). Realizing one's full potential is known as self-actualization. Since most individuals are trying to satisfy more urgent wants, it sits at the top of Maslow's hierarchy of needs and is seen as the exception rather than the rule (Cherry, 2022).

Job Satisfaction

The actual conditions in the workplace are usually considered to be the determinants of employee engagement. Job satisfaction in the workplace, supervisor, and management, benefits and rewards, and communication all play essential roles in an organization. In addition, the employee's various demographic features, such as gender, age, and employment level, have been connected to the concern, as mentioned earlier (Stater & Stater, 2018). This claim is supported by Bourne (2020), who suggested that employers should be willing and able to increase employee compensation, benefits, and incentives to increase workers' job satisfaction. According to Employee Management (n.d.), poor work performance should not be attributed to a lack of job happiness. Instead, the person should be viewed from the firm's perspective. Individual satisfaction is not always linked to production. It only leads to group unity and cohesion, not usually to organizational productivity.

In several studies, job satisfaction has been proven to significantly impact employee motivation, eventually impacting corporate performance and productivity. Ultimately, business performance. Unfortunately, neither academics nor managers of various commercial organizations have given job satisfaction the attention it deserves (Oyovwe-Tinuoye, 2021; Pancasila, et al., 2020). When employees perceive job stability, professional advancement, and a healthy work-life balance, they are satisfied with their job (MBA Skool Team, 2022; Gerard, 2019). Meanwhile, group organization affects morale and productivity. Morale and productivity can only be linked to job satisfaction when the same factors contributing to high morale and output reinforce worker exceptions. Satisfied employees are retained and act as brand ambassadors inside and outside the company (Bathena, 2018; Collins, 2020).

Job satisfaction refers to an employee's feelings about their work environment, as well as their willingness to perform at their best; even though no widely recognized definition of job satisfaction exists, it is vital to consider the job's nature and worth (Oyovwe-Tinuoye, 2021; Pancasila et al., 2020). BasuMallick (2020) also added that employees are satisfied with their jobs by their working environment. Furthermore, the positive output of job satisfaction is related to satisfaction with compensation and promotion opportunities, work, supervision, coworkers, and the working environment. Employees who like their occupations are more likely to be productive. Employee commitment lowers turnover and absenteeism, boosts work motivation, and improves customer satisfaction (Koo et al., 2019; Tatar, 2020).

The first indicator of job satisfaction is *work & workplace*. Employees' well-being and mental health are affected by their social environment, which can have positive and destructive concerns for their confidence and performance. The previous environment is divided into

physical, mental, and social. Infrastructure, ventilation, noise, temperature, conveniences, and the interior make up the physical environment. Employees' health may be compromised due to physical conditions. Employee job satisfaction can be enhanced by good working circumstances, workplace enjoyment, and facilities for refreshment, entertainment, health, and safety (BasuMallick, 2020; Ghosh, 2020). Employees may experience toxic conditions like exhaustion, workload, stress, boredom, and monotony linked to their mental environment. These elements can contribute to job dissatisfaction. To work well in an office, managers, and staff needs to have a good working relationship (Abun et al., 2018; Stansell, 2019). It is no secret that motivated personnel are critical to work success. Unmotivated employees with poor employee satisfaction will likely result in low production, low staff morale, and a high turnover rate (Kambouris, 2020).

Meanwhile, poor working circumstances prevent employees from demonstrating their strengths and reaching their full potential. It is vital for the business and its employees to create a pleasant, calm, and stress-free working environment since this influences job satisfaction. Employees report that a work environment that provides flexible working hours, supportive management, stresses teamwork, and has a lower workload results in a high degree of job satisfaction, with the working environment being critical in obtaining job satisfaction. They are getting increasingly concerned about their working conditions. To perform to their total capacity, different companies must ensure that their personnel works in a pleasant and accommodating environment (Bright, 2020). Workplace satisfaction was found to be linked to workload recovery. Perhaps a decent recuperation after a long day at work is reflected in one's satisfaction with one's workstation and usefulness. Acoustic enjoyment was also linked to good recovery (Lusa et al., 2019).

Moreover, instead of an interconnected set of operations that produced a comprehensive outcome or conclusion, a job became a jumble of responsibilities that were not always connected. Employers found that by separating point processes into repetitive jobs in which humans (and subsequently robots) could specialize, goods could be produced faster and more cheaply during the industrial revolution. Craftsmanship, the foundation of goods, and the delivery of complete solutions were all the same in the preindustrial era. A cobbler, for example, may assess the client's hand to make the last alterations to the completed footwear, but an artist is in charge of the entire process of giving the item or conclusion (Schwartz et al., 2019).

The second indicator of job satisfaction is *supervisor and management*; employee work satisfaction is influenced by transformative leadership. Employees who identify their

employers as such are more inclined to follow instructions. As a result, employees are happy when their leaders demonstrate specific characteristics. This leadership style highlights the organization's objective and principles, assists subordinates in developing new ideas and motivation in addressing challenges, has a clear vision, inspires his members by offering meaning and challenge to their work, and is innovative. Different leadership styles influence employee commitment; thus, management must pay attention to them (Qureshi & Hamid, 2017).

Additionally, the organization's success is determined by its personnel. These are two critical jobs in a company that guides the entire employee team in attaining the company's common goals. A supervisor is a person who leads the organization's first-line management and is responsible for the employee's work and performance. Managers oversee and administer the entire company (Nespoli, 2017; Surbhi, 2018).

Correspondingly, it stated that the best services could only be provided by happy personnel. Fairness is regarded as an essential factor in job satisfaction. Fairness of work, insurance policies and working hours are positively associated with job satisfaction in a specific sector. Fairness is demanded of managers of employees. Fairness should establish a favorable attitude that would drive employees to work hard (Vann, 2017).

The third indicator of job satisfaction is *benefits and rewards*; employee dissatisfaction is attributed to non-competitive and inadequate compensation, and according to the importance of determining the level of job satisfaction, the pay supplied by the business to the employees. A survey of academic workers at two South African institutions shows that workplace happiness is influenced by income. South African higher education institutions adopt remuneration strategies that meet employee expectations (Mabaso, 2018; Mabaso & Dlamini, 2017). Additionally, although salary and benefits play an essential part in job satisfaction, an appealing compensation plan should be devised to attract and retain personnel. Workers' growing needs to meet, and remuneration packages must be improved. Dissatisfaction will emerge if they believe they are not adequately compensated. This unhappiness will build up over time, eventually leading to staff turnover (Kiplangat, 2017; Simplilearn, 2020).

Moreover, improving employee recognition programs will not only encourage them; but will also increase their productivity. Employees think that recognition is a kind of appreciation, and they view the organization's acknowledgment of their efforts as a motivator to work well; as a result, employee morale is boosted as they are valued for their inputs and contributions (Jean et al., 2017; Jones, 2019; Martic, 2019).

The fourth indicator of Job satisfaction is *communication*. Examined how different generations of Indian managers felt about their jobs and how satisfied they were with organizational communication. Communication that takes place at work applies to employee-to-employee communication. There would be generational differences in attitudes about and expectations for corporate communication and if this would affect their work satisfaction (Desa et al., 2019; Mehra & Nickerson, 2019). Communication is essential for the success of any activity, whether it is dealing with coworkers or superiors regularly, reporting actions to supervisors, or simply expressing perspectives within teams (Kakkar et al., 2022). Teamwork can be stressful, and it frequently leads to arguments. This is because each employee has distinct aims, values, and approaches to dealing with their students. According to a survey, one source of happiness and job satisfaction for instructors is interacting with coworkers. Teachers demonstrated teamwork by assisting and learning from one another. Their disparate skill sets worked in their favor since they could learn from one another. Working in a group can be challenging (Harrison, 2020).

In like manner, managers should consider these aspects when enhancing employee work satisfaction. The employees of a Serbian company discovered that good relationships with coworkers, which create a comfortable working atmosphere, have a significant role in job satisfaction. It has also been discovered that the absence of conflict among employees, excellent communication, and task support from dependable and competent coworkers are all critical parts of job happiness (Milano, n.d).

Organizational Diagnosis
One of the most effective organizational development tactics is to utilize an organizational diagnostic model with seven elements: goal, infrastructure, incentives, connection, supportive procedures, and management to identify gaps between current and desired employee satisfaction (Rajak, 2020). Organizational diagnosis is performed to see if a structure has been well and, if so, whether change is needed. Organizational diagnosis employs behavioral science understanding and approaches to help businesses make adjustments that increase their efficiency. High performance and a decent standard of living at work must be achieved; businesses must improve how they interact with their external environments and function internally (Appelbaum, 2020; Reshan & Magroud, 2022).

The connection, leadership, purpose, and helpful mechanism domains are all robust and healthy in the company's operation. Task and structure are the following best domains after people. That organizational diagnosis is performed regularly for individual and group reflection to draw out the most valuable lessons from the past, effectively align with the present, and generate an anticipatory view of the future (Pederi & Benitez, 2022). Organizational diagnosis necessitates using a framework to comprehend organizational issues, data gathering, analysis, and conclusion-making based on the goal of implementing essential alterations and modifications (Cecceto & Mello, 2021; Wang et al., 2017).

Motivation is essential in every organization; librarian needs job satisfaction for their satisfaction in a different working environment; the results of the organizational diagnosis helps to identify the security of the librarians.

Correlations Between Measures
Employees' motivation and job satisfaction fluctuate. Managers and businesses utilize data to enhance employee well-being and job performance, better working relationships with coworkers, more productivity, and increased creativity (Rozman et al., 2017; Souders, 2021). Job satisfaction is a crucial aspect of an employee's desire to remain loyal to and employed by a company. Employee satisfaction is impacted both directly and indirectly by many H.R. operations and responsibilities. Thus, H.R. must remember that how a company runs, as represented in its regulations, senior management, and culture, affects employee satisfaction and may help the firm enjoy financial, cultural, and brand equity advantages (Bethena, 2018). Employee motivation influences organizational diagnosis, job satisfaction with the performance rating system, and turnover risk. The motivation that has been developed seems to impact organizational diagnosis and job satisfaction positively.

On the other hand, intrinsic motivation negatively influences the urge to quit, and employee job satisfaction affects the impact of intrinsic motivation. It is essentially empirical research and scale designed to assess the consequences of four fundamental needs: Job stability, achievement, job responsibility, and the work itself (intrinsic drive) are all essential factors to consider (Ali & Anwar, 2021; Steinhilber, 2017).

Organizational diagnosis is a creative process that involves getting to know a company on all levels. It is connected to employee motivation, which is influenced by biological, emotional, social, and cognitive variables. Conducting organizational diagnosis and analyzing job satisfaction, organizational commitment, and motivation is vital to employee satisfaction (Ahn & Kwon, 2018). Moreover, an organization's capacity to adapt to ever-changing difficulties, competition, and change is essential to its success and effectiveness. Organizations are evolving and improving, which necessitates a thorough understanding and diagnosis. So, where does diagnosis begin, and how can effectiveness be measured. To detect adequate gaps, diagnose important tasks, motivation, structure, people interactions, support, management leadership, attitude, and

job satisfaction concerning change and performance (Gozukar, et al., 2017).

Additionally, job satisfaction is a significant aspect of an organization's productivity; motivated individuals can analyze the organizational diagnostic in the workplace to help them succeed in their careers (BasuMallick, 2020; FutureLearn, 2022; Shaii et al., 2020). According to Mauro (2017), people spend most of their life at work, so it is vital to understand what makes them happy there. On the other side, factors impacting job satisfaction, and customer satisfaction has both positive and negative consequences, which impact corporate productivity.

Consequently, it is critical to understand what makes employees happy and what makes them act and behave in the workplace. Understanding how motivated people are at work is crucial for understanding job happiness. It might be argued that employee contentment and motivation are two critical components of a company's success. Many organizations have realized that dealing with organizational diagnostics motivates employees and makes them happy (Hidayah & Tobing, 2018).

On the other hand, productivity is the ability to attain the desired result with the least effort. With these problems, productivity, job satisfaction, and motivation become increasingly vital for healthcare administrators. Employee satisfaction and retention have always been a big concern for physicians, medical institutions, and companies. According to Maslow and Herzberg's concept, employees who like their work are more productive, innovative, and loyal to their employers, according to traditional human resource theories. Employees have a crucial role in productivity (Cherian et al., 2021; Shaii et al., 2020). According to another study, organizations are constantly faced with the necessity to transform to adapt to changing environments and maintain a competitive edge. When a company begins a change process, individual workers are impacted in one way or another. Employees might be content or unsatisfied in the workplace due to transformational change. During the organizational transition, however, a diagnostic model for evaluating work satisfaction was constructed. It is the fundamental and continuous change that occurs at all levels of an organization as a result of external circumstances that threaten its survival (Qureshi & Hamid, 2017).

Another study discovered a connection between motivation, satisfaction, and organizational diagnosis. A mixed methods approach was utilized to tailor the measures and provide empirical evidence for the hypothesized interrelationships. According to the data, each of the three factors positively relates to satisfaction with incentive travel (Ahn & Kwon, 2018). Travel for business networking and prestige benefits organizational diagnostics, whereas leisure travel has a negative impact. Through satisfaction, all three incentives are favorably associated with organizational

diagnosis (Harrison, 2020; Li et al., 2018). It is also supported by another study that Job satisfaction and motivation are intertwined, and businesses that want to succeed must recognize the importance of both in meeting the ambitions of their employees, which is the key to organizational diagnosis. Businesses must implement monitoring systems that examine the demands of employees at all levels. This can aid firms in remaining competitive in an era where it is assumed that pleased workers are more devoted to the organization's aims. Individual worker needs and ambitions must be incorporated into organizational goals, and no stone should be left unturned in creating a match between the two (Dartey-Baah, 2010; Tanner, 2021).

The variables mentioned earlier define workplace discontent. Company policy, supervision, interpersonal interaction, working circumstances, and a sense of job security are all issues concerning productivity. Because motivation elements are founded on an individual's aspirations for personal improvement, they promote job satisfaction when they are active. They are motivated to do things to meet a set of objectives. They recognize the aim's significance and seek methods to help it be realized (Kuijk, 2018; Nikerson, 2021).

The above readings gave significance to the present study. The literature presented is related to the independent variable of motivation. According to these studies, basic needs, safety, esteem, love, and self-actualization are all indications of motivation. These studies demonstrated the significance of these markers and how they can influence motivation. The dependent variable is job satisfaction, and research that supports it is provided. These focused on how work and the workplace, management and supervision, perks and rewards, and communication are connected; thus, the mediator of the present organizational diagnosis is the subject of the research. It also included discussions on research findings from similar studies that provided background and basis for the current investigation. Interactions of the current studies with hierarchical needs, relationships, and leadership are observed. However, none were related to motivation regarding how it is applied to job satisfaction, particularly in the librarians in Region XI.

Theoretical Framework

This study is based on Maslow's 1943 theory of the hierarchy of needs, sometimes known as the hierarchy of needs model. This model demonstrates the motivational needs of a human being. A psychological theory called Maslow's hierarchy of needs explains human motivation by emphasizing the fulfillment of several levels of wants. The idea is that individuals are motivated to satisfy their needs in a specific sequence. The most fundamental demands come first, followed by the more sophisticated needs. The fifth

level of the hierarchy of self-actualization is the ultimate objective (CFI Team, 2022).

This study also supports the assumption that in the 1990s, Herzberg came up with one of the first theories linking job satisfaction. The motivation theory, The Two-Factor Model, as it is commonly called, asserts that there are properties of the workplace that encourage contentment (motivators) and those that contribute to discontent (hygienic practices factors), regardless of their presence or absence (Hackman & Oldham, 1976).

Anchored Alderfer (2011) proposed that organizational diagnosis for a new design combines organizational diagnosis and motivation methods to create a new model for intergroup interactions in organizations. The model's importance for job satisfaction demonstrates the importance of intergroup ties in formative organization research and evaluates existing organizational forms. Dartey-Baah's (2010) assumption is that job satisfaction, and motivation are critical in the profession. Organizational diagnosis has been proven to have a counterpart in the workplace, as workers have obtained a more excellent grasp of their rights in the workplace via education. This viewpoint is used due to many citations by other researchers and authors.

In addition, the preceding notion is supported by Cuarto (2014) as he used compensation and benefits, working conditions, interpersonal relationships, policies and supervision, achievement and recognition, work itself, and responsibility and progress job satisfaction measurements in his study. Additionally, increasing pay, improving working conditions, and revising policies were suggested to increase job satisfaction. Employees are expected to accomplish their jobs more productively if these tactics are implemented, and the organization will benefit as a result. This result is accurate to Mayo's (1949) study on motivation. Accordingly, employees may be more motivated if their social requirements are met at work rather than just their pay. Introduced the human relations school, which emphasized that employers are taking a greater interest in treating their employees as persons with valuable perspectives who like connecting. Maslow's idea was a motivational theory that established the foundation for job satisfaction. According to the theory, people aim to fulfill five distinct wants in life. More importantly, essential prerequisites must be met before progress can be made toward other objectives (Robbins & Coulter, 2007).

Conceptual Framework

The conceptual structure of the study is displayed in Figure 1. as presented below. Motivation is measured in terms of the independent factors in this study: basic needs refer to psychological needs; safety refers to a shelter; esteem refers to desire; love refers to commitment; self-actualization refers to self-defined. According to this notion,

the lower wants must be addressed before the higher needs may be met (Robbins & Coulter, 2007).

The study's dependent variable, job satisfaction, is represented by indicators like work and workplace, which refers to technical amenities and a stress-free working environment; supervisor and management, which refers to having transparent, fair, and easy access policies, supervisory abilities, and a rapid and equitable method for evaluating individual performance; benefits and rewards, which refer to pay, rewards, bonuses, and incentive programs, retirement. Poor performance should not be attributed to a lack of job satisfaction. Instead, the person should be seen in the context of the entire company. Individual happiness is not necessarily proportional to productivity. It only leads to group unity and cohesion, not usually to organizational productivity. On the other side, group structure affects morale and production. Only when the factors contributing to solid morale and production simultaneously lead to reinforcement of worker exceptions can motivation and output be related to job satisfaction (Employee Management, n.d.).

Furthermore, organizational diagnosis is the mediating variable in this undertaking. The said variable is relevant to the relationship of organizational management among librarians in Region XI. More so, organizational diagnosis is essential in organizational change plans, for it helps choose relevant actions that will contribute to the organization's preparedness to face change. However, despite the findings from various experts, which suggest specific theories and models for diagnosis, the diagnostic process has received little attention (McFillen et al., 2012).
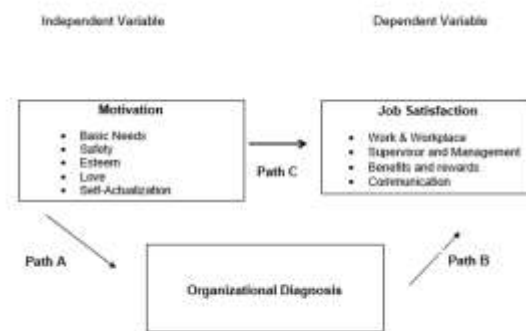

Fig 1. The Conceptual Framework of the Study

Significance of the Study

Since there is a dearth of local studies on the subject, this research's findings are expected in library science literature in the Philippines. This study intends to contribute to this research by providing insight into current practices in academic libraries to enhance library services. Remarkably, the organizational diagnosis mediates the motivation and job satisfaction of the librarians is considered a significant worldwide issue that requires attention and exploration. Consequently, this study would help librarians around the

region become more aware of the existing factors on their job satisfaction in the workplace.

Additionally, this study would benefit the policymakers and leaders as this would assist in identifying the appropriate measures that could be taken to improve librarians' motivation and job satisfaction in the Davao Region. School heads and other stakeholders could also benefit from this study as it could be the basis for assessing what factors affect the motivation and job satisfaction of librarians and what interventions or remediation are needed to retain them in different institutions.

Definition of Terms
For clarity and to provide a better understanding of the study, the following terminology has been operationally and conceptually defined as follows:

Job satisfaction. This refers to the quality of work & workplace, supervisor and management, benefits and rewards, and communication among Librarians in the Davao Region.

Motivation. This refers to the value of basic needs, safety, esteem, love, and self-Actualization among Librarians in the Davao Region.

Organizational Diagnosis. This study refers to the organizational analysis of the librarians of the Davao Region.

III. OBJECTIVES OF THE STUDY
This study aimed to determine which domain of organizational diagnosis best influences librarians' motivation and job satisfaction in Region XI. Specifically, it sought answers to the following objectives:
1. describe the level of motivation of librarians in terms of:
    1.1 basic needs;
    1.2 safety;
    1.3 esteem;
    1.4 love; and
    1.5 self-actualization.
2. describe the level of job satisfaction of librarians in terms of:
    2.1   work & workplace;
    2.2   supervisor and management;
    2.3   benefits and rewards; and
    2.4   communication.
3. describe the level of organizational diagnosis of the librarians.
4. describe the significant correlation between the following:
    4.1 motivation and job satisfaction;

    4.2 motivation and organizational diagnosis of the librarians; and
    4.3 job satisfaction and organizational diagnosis of librarians; and
5. determine the mediation effect of organizational diagnosis on the relationship between motivation and job satisfaction.

IV. METHODOLOGY
This chapter discusses the research methodology, the locale of the study, the research instrument used, the data-gathering procedure, statistical methods, and ethical problems.

Research Design
The descriptive-correlation research technique was employed during this study to gather the information necessary to understand the topic. In research investigations, descriptive correlational design is employed to identify the link between various variables and produce static images of events (IvyPanda, 2022). his study also employed testing of mediation. More so, the association of three factors among librarians in Region XI was investigated to wit; organizational diagnosis this refers to (Boone Country Government Employees Reviews, 2019), motivation refers to (Jahagirdar, 2015) and job satisfaction this refers to (Preziosi, 2010).

A general mediation test was used to investigate the relationship between the predictor and the criteria variables, the relationship between the mediator and criteria variables, and the predictor and mediator components. The relationship between predictor and criteria variables should be decreased once the mediator and criteria variables have been handled (in the case of complete mediation, to zero), determining the variables in the mediator whether when an impact of relationship occurs (Baron & Kenny, 1986).

In keeping with the preceding notion, complete mediation is the connection between the dependent and independent variables when all mediator factors are fully engaged. As a result, starting variable does not influence the output variable. A partial mediation technique is also known as a partial intervention. The mediation model is used to study the mediator and independent factors in addition to the study's variables. As a result, the organizational diagnosis is the relationship between motivation and job satisfaction.

Research Locale
This research was carried out in Region XI or commonly known as the Davao Region, situated around the Davao Gulf in the southeast of the island of Mindanao, namely; Davao De Oro, Davao del Norte, Davao del Sur, Davao Occidental, and Davao Oriental (PhilAtlas, 2020).

The researcher chose this area to focus the study in because this region has various institutions with licensed librarians.

The degree of contentment employees experience with their jobs is known as job satisfaction. This extends beyond their regular responsibilities to encompass contentment with coworkers and management, satisfaction with organizational policies, and the effect of their work on their personal life.

However, no study was recorded or carried out that explored the same subject as the current undertaking. Figure 2 presents the Philippine map, the Davao Region, and the locale of the study.

Fig. 2 *Map of the Philippines and Davao Region*

Population and Sample

The respondents of the study were licensed Librarians in Davao Region. Accordingly, there are more than 132 librarians in the Davao Region. The sample size of 132 was calculated and obtained using Slovin's formula to examine the volume of respondents in the study appropriately this study is supported by Sudhana et al. (2022).

Subsequently, the total respondent population was calculated using stratified random sampling, which divides a population into homogenous subpopulations according to specific features. One of the strata should be assigned to each research participant. In addition, the researcher used a different probability sampling strategy for each stratum to estimate the statistical metrics for each sub-population, such as cluster or simple random sampling (Thomas, 2020).

Inclusion criteria were also utilized in choosing the registered librarians in the Davao Region who would be part of the study; thus, librarians who are not in Davao Region are excluded, and Library In-Charge who are not licensed. On the other hand, the researcher assured that all data included in the study that may cause conflict or threaten their work would be treated with the utmost confidentiality.

Research Instrument

This study used a standardized questionnaire modified to accomplish the research objectives. To ascertain the suitable variables and indicators to include in the study, the researcher studied some publications, dissertations, and scholarly articles, both printed and digital, connected to the investigation. The integrated questions on Motivation were derived from Jahagirdar (2015), Job Satisfaction from Boone County Government Employee Reviews (2019), and Organizational diagnosis from Preziosi (2010). They were modified based on the study's needed data. The questionnaire is divided into three sections: Motivation, job satisfaction, and organizational diagnosis.

Motivation. In this component, the researcher used a 20-item survey questionnaire developed by Jahagirdar (2015). The questionnaire was used to measure the level of Motivation of librarians. Motivation has five indicators: basic needs, safety, esteem, love, and self-actualization. A five-point Likert scale is used to determine the level of Motivation, as shown in the matrix below:

Range	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	*Measures of motivation among librarians are always manifested*
3.40 – 4.19	High	*Measures of motivation among librarians are often manifested*
2.60 – 3.39	Moderate	*Measures of motivation among librarians are sometimes manifested*
1.80 – 2.59	Low	*Measures of motivation among librarians are rarely manifested*
1.00 – 1.79	Very Low	*Measures of Motivation are never manifested*

Job Satisfaction. This tool is a 46-item survey questionnaire developed by Boone County Government

Employee Reviews (2019) to measure the librarian's job satisfaction, as shown below:

Range	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	Measures of job satisfaction among librarians are always manifested
3.40 – 4.19	High	Measures of job satisfaction among librarians are often manifested
2.60 – 3.39	Moderate	Measures of job satisfaction among librarians are sometimes manifested
1.80 – 2.59	Low	Measures of job satisfaction among librarians are rarely manifested
1.00 – 1.79	Very Low	Measures of job satisfaction among librarians are almost never manifested

Moreover, a 35-item survey questionnaire developed by Preziosi (2010) was adopted and modified to examine organizational diagnosis, which includes questions that would provide answers on the level of organizational diagnosis of librarians. A five-point Likert scale is used in this survey, as shown below:

Range	Descriptive Equivalent	Interpretation
4.20 – 5.00	Very High	Measures of organizational diagnosis among librarians are always manifested
3.40 – 4.19	High	Measures of organizational diagnosis among librarians are often manifested
2.60 – 3.39	Moderate	Measures of organizational diagnosis among librarians are sometimes manifested
1.80 – 2.59	Low	Measures of organizational diagnosis among librarians are rarely manifested
1.00 – 1.79	Very Low	Measures of organizational diagnosis among librarians are almost never manifested

The expert validated the questionnaires for construct validity and underwent reliability testing. The validations revealed an overall mean score of 4.50, which is very high. On the other hand, the pilot test was also conducted to identify the instrument's reliability. The Cronbach alpha for Organizational Diagnosis as determinants of research Motivation and Job Satisfaction resulted in .959, .956, and .952, respectively, interpreted as having very good internal consistency making the questionnaire intensely reliable.

Data Collection
After validating the questionnaire through experts, pre-testing, and computation of Cronbach Alpha, the following were the data collection procedures: The researcher followed the methods mentioned in the forewent sections to collect data for the research. First, the adapted

and modified questionnaires have undergone all the necessary validation. Alterations and recommendations were made to the questionnaires to modified the questions based on the required data to be gathered. The researcher distributed all necessary communications to the University of Mindanao Graduate School's various authorities to inform them of the study's conduct. The researcher communicated with the various offices of the respondents who participated in the study about the distribution of survey questionnaires, which were carried out through google forms. The e-survey was already sent to the respondent between December 2021 and April 2022.

Statistical Tools
Statistical Tools were used to treat survey findings in a comprehensive and scientifically valid manner. The following were the statistical tools that the researcher used in the study.

Mean. This was used to characterize the level of motivation, job satisfaction, and organizational diagnosis.

Product-Moment Correlation (Pearson r). This was used to determine the significance of the relationship between Motivation and Job Satisfaction, Motivation and Organizational Diagnosis, Job Satisfaction, and Organizational Diagnosis can be determined.

Path Analysis. This was used to determine the mediating effect of organizational diagnosis on the relationship between the motivation and job satisfaction of librarians.

V. RESULTS AND DISCUSSION
This chapter provides insight into the study's data analysis, focusing on the mediating function of organizational diagnosis on librarians' motivation and job satisfaction in Region XI.

TABLE I LEVEL OF MOTIVATION

Indicator	SD	Mean	Descriptive Level
Basic needs	0.649	4.21	Very High
Safety	0.692	4.21	Very High
Esteem	0.602	4.31	Very High
Love	0.672	4.30	Very High
Self-actualization	0.570	4.39	Very High
Overall	**0.456**	**4.28**	**Very High**

Table 1 shows that the level of motivation among the librarians in Region XI is very high, with an average of

4.28. The indicator that garnered the highest mean score is self-actualization, with 4.39, which is described as very high in level. The second highest esteem has a mean score of 4.31, with a very high descriptive level. The indicator is love, which garnered an average of 4.30 and has a very high descriptive level. The next indicator, basic needs, and safety, obtained an average of 4.21. Moreover, the average standard deviation of all indicators is less than 1.00, indicating that the participant's responses to various indicators are consistent. Based on the abovementioned findings, all motivation indicators were very high, which implies that librarians' motivation is constantly observable.

The level of job satisfaction is presented in Table 2. Based on the table, the level of job satisfaction among librarians in Region XI is very high, with a mean score of 4.23. Specifically, communication is the highest indicator of job satisfaction, with an average of 4.31. Followed by benefits and rewards with an average of 4.30. Next, work and workplace with an average of 4.26 average rating, and supervisor and management with the lowest mean rating of 4.05, which have a very high and high descriptive level, respectively. Based on the results, all job satisfaction indicators are found to be very high. It indicates that the librarians' job satisfaction is observed.

TABLE II LEVEL OF JOB SATISFACTION

Indicator	SD	Mean	Descriptive Level
Work & Workplace	0.567	4.26	Very High
Supervisor and Management	0.671	4.05	High
Benefits and Rewards	0.608	4.30	Very High
Communication	0.596	4.31	Very High
Overall	**0.533**	**4.23**	**Very High**

Table 3 shows that the level of organizational diagnosis is very high, with an average rating of 4.32. The extremely high level of organizational diagnosis is due to the respondent's high scores in responses on the majority of the items. This suggests that most of the respondent's responses to the organizational diagnosis were realized.

Moreover, the referenced overall mean is derived from the calculated mean scores of all organizational diagnosis items. The responses of the participants are discussed based on their mean value, from highest to lowest: Leadership and Relationships scores with an average score of 4.36 or very high; Rewards got a total average of 4.35 or very high; Purpose garnered an average score of 4.34 or very High; and Attitudes toward Change got the lowest average of 4.19 but is still described as very high in level.

TABLE III LEVEL OF ORGANIZATIONAL DIAGNOSIS

Indicator	SD	Mean	Descriptive Level
Purpose	0.581	4.34	Very High
Leadership	0.604	4.36	Very High
Relationship	0.599	4.35	Very High
Rewards	0.598	4.36	Very High
Attitudes toward change	0.662	4.19	High
Overall	**0.528**	**4.32**	**Very High**

Table 4 was presented based on the overall level of Organizational Diagnosis among librarians in Region XI is very high, with a mean score of 4.32. The level of Motivation among librarians is very high, with a mean score of 4.28. The level of Job Satisfaction among librarians is very high, with a mean score of 4.23.

TABLE IV DESCRIPTIVE TABLES FOR EACH VARIABLE

Indicator	SD	Mean	Descriptive Level
Organizational Diagnosis	0.528	4.32	Very High
Motivation	0.456	4.28	Very High
Job Satisfaction	0.533	4.23	Very High

Table 5.1 shows that the indices of motivation and job satisfaction have a computed r-value of 0.842 and a probability value of 0.05, which implies that the more motivated an employee is, the more satisfied he or she will become with his or her career. As a result, the null hypothesis, which states that "there is no relationship between motivation and job satisfaction," has been proven wrong. Moreover, job and workplace are associated with basic needs, safety, esteem, love, and self-actualization at a 0.05 significance and an overall r-value of 0.802. The results imply that the forewent factors have a significant relationship, which, as a result, has rejected the study's null hypothesis, which states that "there is no significant relationship between librarian motivation and job satisfaction." Additionally, at a 0.05 significance level, the relationship between supervisor and management and basic needs, safety, esteem, love, and self-actualization had a total r-value of 0.770. The overall r-value for advantages and rewards related to recognition, basic needs, safety, esteem, love, and self-actualization is 0.659 at a 0.05 p-value. The preceding indices showed an overall r-value of 0.787 at a 0.05 p-value. On the other hand, communication revealed an overall r-value of 0.667 at a significance level of 0.05 when linked to basic needs, safety, esteem, love, and self-actualization.

Moreover, the results of the examined relationship between motivation and job satisfaction are discussed as

follows: The relationships of basic needs between work and workplace, supervisor and management, perks and incentives, recognition, and communication, are found to have an overall r-value of .705 at p 005. At p 0.05, the total r-value for safety related to work and workplace, supervisor and management, benefits and incentives, recognition, and communication is 0.689. In addition, the total r-value for future tasks related to work and workplace, supervisor and management, benefits and rewards, recognition, and communication has been 0.783, with a 0.05 p-value. At a 0.05 p-value, the overall r-value of love, linked to work and workplace, supervisor and management, benefits and rewards, recognition, and communication is 0.789. The total r-value for self-actualization about the work and workplace, supervisor and management, benefits and rewards, recognition, and communication is 0.739 with the p-value.

To summarize the results, motivation and job satisfaction are significantly correlated; thus, job satisfaction and motivation are also related. Consequently, if librarians' motivation improves, they will be more productive and satisfied in their job, and if otherwise, librarians are more likely to be dissatisfied with their job. Below is the tabular presentation of the preceding discussion above

TABLE V.I CORRELATION BETWEEN MOTIVATION AND JOB SATISFACTION

Job Satisfaction	Motivation					
	Basic needs	Safety	Esteem	Love	Self-Actualization	Overall Motivation
Work and workplace	.675** .000	.643** .000	.741** .000	.742** .000	.732** .000	.802** .000
Supervisor and Management	.635** .000	.610** .000	.739** .000	.725** .000	.682** .000	.770** .000
Benefits and rewards	.574** .000	.547** .000	.569** .000	.589** .000	.623** .000	.659** .000
Recognition	.636** .000	.696** .000	.753** .000	.740** .000	.626** .000	.787** .000
Communication	.653** .000	.606** .000	.732** .000	.760** .000	.667** .000	.667** .000
Overall Job Satisfaction	.705** .000	.689** .000	.783** .000	.789** .000	.739** .000	.842** .000

NOTE: **Significant at 0.05 significance level.

The investigation findings on the relationship between librarian motivation and organizational diagnosis are shown in table 5.2. The study revealed that librarian motivation and organizational diagnosis indicators have a p-value of 0.05 and an overall r-value of 0.827. The results imply that the preceding factors have a significant relationship, which has rejected the study's null hypothesis, which states that "there is no significant relationship between librarian motivation and organizational diagnosis." The discussion is presented in the following table below.

Moreover, the motivational indicators such as basic needs, safety, esteem, love, and self-actualization, with mean scores of 0.720, 0.640, 0.790, 0.753, 0.744, and the overall results of 0.827, respectively, have indicated a strong correlation toward organizational diagnosis. This suggests that librarians who are informed and well-communicated in their institution are more motivated than those who are not. This further implies that since motivation has a moderately positive association with organizational diagnosis, motivation is therefore considered to be affected by the organizational diagnosis.

TABLE V.II CORRELATION BETWEEN MOTIVATION AND ORGANIZATIONAL DIAGNOSIS

Motivation	Organizational Diagnosis
Basic needs	.720** .000
Safety	.640** .000
Esteem	.790** .000
Love	.753** .000
Self-Actualization	.744** .000
Overall	.827** .000

NOTE: **Significant at 0.05 significance level.

Table 5.3 shows the relationship between job satisfaction and organizational diagnosis. As observed, job satisfaction and organizational diagnosis are significantly correlated with a p-value of 0.05 and an r-value of 0.822; thus, the study's null hypothesis states that "there is no relationship between librarian job satisfaction and organizational diagnosis" has been disproved. The preceding table shows the summarized presentation of the previous discussion.

Furthermore, the indicators of job satisfaction, such as work and workplace, supervisor and management, benefits and rewards, recognition, and communication, are all present. They are found to be substantially associated with organizational diagnosis, with a p 0.05 and r-value of 0.811, 0.774, 0.751, 0.720, and 0.648, respectively. This means that, in some ways, organizational diagnosis affects librarians' job satisfaction. On the other hand, work satisfaction is correlated to organizational diagnosis with a mean score of 0.822, which notes that organizational diagnosis motivates librarians to perform at their best and be more involved in their work. This further indicates that some job satisfaction factors contribute to improving librarians' organizational communication.

TABLE V.III CORRELATION BETWEEN JOB SATISFACTION AND ORGANIZATIONAL DIAGNOSIS

	Job Satisfaction					
	Work and workplace	Supervisor and Management	Benefits and rewards	Recognition	Communication	Overall
Organizational Diagnosis	.774** .000	.811** .000	.648** .000	.720** .000	.751** .000	.822** .000

NOTE: **Significant at 0.05 significance level.

There are several schools of thought and debates circulating mediation. The mediator, organizational diagnosis, illustrates how or why the predictor, motivation, and the dependent variable—job satisfaction, are correlated in this study.

The first step assessed whether a mediating effect exists between or among the concerned variables. The analysis under the causal stages method comes to a halt if the impact is found to be not statistically significant. Complete mediation would be accomplished if the IV's influence on the DV becomes non-significant at the end of the study. It indicates that the mediating variable is in control of all effects. Moreover, only partial mediation is accomplished if the Path analysis is considerably lowered in the last stage but remains significant. This means that while the MV mediates a portion of the IV, the remainder is either direct or mediated by non-framework elements. The IV's effect on DV is significantly reduced after MV is reduced, and only partial mediation was used since the impact is still significant.

The mediation of organizational diagnosis, motivation, and job satisfaction is seen in Table 5. On the other hand, Figure 3 shows the impact size calculations in the mediation test among the three factors. As stated in the table, three stages were completed for the third variable (organizational diagnosis) to act as a mediator. Steps 1 through 4 are labeled in the table. Job satisfaction was demonstrated to predict the organizational diagnosis, the mediator, in step 1 at the 0.05 level of significance. Step 2's motivation predicts the relationship between job satisfaction and significance at 0.05. The organizational diagnosis was also shown to significantly affect motivation in step 3 at the 0.05 level of significance. More mediation analysis using path analysis is necessary due to the importance of the three steps (Paths A, B, and C). This indicates that the mediator intervenes in a portion of the independent variable (motivation) (organizational diagnosis). In addition, other aspects are mediated by factors that are not included in the model, either directly or indirectly. Also, partial mediation was achieved since the impact was substantial at 0.05.

Moreover, as noted in Figure 3, the Path Analysis results show that path job satisfaction to organizational diagnosis, organizational diagnosis to motivation, and motivation to job satisfaction are significant, with signs unchanged. This means that organizational diagnosis influences the association between motivation and job satisfaction. The previous results revealed a 0.78 rise in motivation for every unit increase in motivation. Also, every unit increase in motivation is accompanied by a 0.49 rise in job satisfaction. Additionally, for every unit increase in Organizational Diagnosis, there is a corresponding 0.40 increase in job satisfaction.

To summarize, because organizational diagnosis is just a partial mediator, it cannot be said that motivation influences job satisfaction only through organizational diagnosis; thus, it is just one of the many elements that affect job satisfaction. The figure shows the mediation analysis of the three variables of the study.

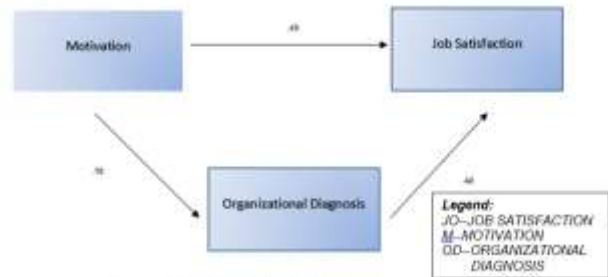**TABLE IV. MEDIATION ANALYSIS OF THE THREE VARIABLES**

Figure 3. Results of the Mediation computation

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
OD	<---	M	.781	.038	20.755	***	
JS	<---	M	.489	.059	8.298	***	
JS	<---	OD	.400	.062	6.406	***	

Partial Mediation

VI.   FINDINGS AND CONCLUSION

Motivation

The high scores obtained from the respondents' responses on the motivation measures explain the high motivation level among librarians. This claim conforms with the study of Bastida (2022); Kha et al. (2021); Orewa (2017); Yaya (2018) that motivation aids librarians to be as productive and enthusiastic as possible as well as helps them keep from aiming for excellence to strengthens organizational commitment and increase performance.

In addition, the administration must be accomplished or gain abilities to motivate librarians, which is critical for any library to achieve its objectives. Motivated librarians are more dedicated to their jobs and put in more effort, as Bastida (2022); Yolam (2020) recommended that librarians are sent to further professional development to prevent from work disengagement can cause less productivity at work.

Job Satisfaction

Based on the data gathered and the analysis made, it was found that librarians are happy in their employment which implies that job satisfaction is highly observed among librarians in Region XI. The results resonate with the findings of several studies that workplace behavior and

productivity are heavily influenced by job satisfaction. Job satisfaction levels among librarians from various libraries and jobs, as well as the elements that affected their satisfaction. There are no variations between librarians and library workers regarding gender, ethnicity, library type, library position, or library job completion (Martin, 2020; Pandita, 2017).

On the other hand, indicators, supervisors, and management were found to have a high level of satisfaction among the concerned librarians in Region XI. This result is accurate to the studies of Nespoli (2017); Surbhi (2018), which suggest that managers oversee and administer the entire company. Given the high level of results for supervisor and management, it is suggested that the head focus on supervisory and management setup. Funge et al. (2017) claimed that supervisors and management, library managers' social identities, experiences supervising others, and peer support influence the job satisfaction of librarians.

Organizational Diagnosis

The study's findings indicated that librarians in Region XI have a high organizational diagnosis. This means that job satisfaction is highly observed among the concerned respondents. This result is confirmed by the study conducted by Cha and Kim (2019) and Rajak (2020). Accordingly, organizational diagnosis is a unique technique to learn about a firm on all levels, from the most superficial to the most profound, buried characteristics not visible to the naked eye. This technique is compared to a Doctor's attempt to diagnose a patient, as some doctors focus on nutrition, food, and natural remedies.

In contrast, others rely on pharmaceutical prescriptions or merely try a therapy, see if it helps, and then go on to something new. More so, this is quite similar in the corporate world with companies. Multiple diagnostic models may be used in different settings depending on clients' choices, requirements, and goals.

Moreover, an indicator such as attitudes toward change; has a high level of satisfaction. This result confirms the findings of Rajak (2020), that claims, "the most successful organizational development tactics for determining gaps between current and planned employee performance are to apply the seven components of an organizational diagnosis model."

Significance on the Relationship between Motivation, Job Satisfaction, and Organization Diagnosis

In this study, Pearson product-moment correlation was used to determine the relationship between the independent (motivation), dependent (job satisfaction), and mediator (organizational diagnosis) variables. Based on the results, motivation is positive and strongly associated with Job satisfaction. In this sense, the null hypothesis, which

states that "there is no significant relationship between the previous variables, was disproved." Nonetheless, the third set of variables, the mediator (organizational diagnosis) and dependent (job satisfaction) has also rejected the null hypothesis, which claims that there is no significant relationship between the two variables mentioned.

On the other note, the current study discovered that motivation and job satisfaction are not significantly different; a result shows that the more motivated the employee is, the more satisfied employees will become success with their career. The previous claims agreed with Eze & Okeke (2019) as they suggested that librarians were provided with office furniture and professional development opportunities, low salary, a lack of decent infrastructure and ICT facilities/functional internet, and a bad organizational culture/decision-making pattern in most libraries were all dissatisfied with their positions. Consequently, this implies that a more generalized approach, concentrating on the librarian's motivation and job satisfaction, can be currently considered and implemented in designing librarians' motivation and satisfaction, such as open promotions and the same approach. Additionally, the organization's success is defined based on its people capital; when workers are furious and unsatisfied, organizations may suffer from low productivity, high staff churn, and instability due to their bad performance (Idiegbeyan-Ose et al., 2019).

Furthermore, based on the study's results, motivation and organizational diagnosis are significantly correlated, which means that the librarians' organizational diagnosis will be higher if they are more motivated. This result agrees with Currie (2018), who suggests that motivation, involvement, and commitment are highly observed when the organizational diagnosis is high. This may include helpful information about an inner experience, which a manager might utilize to improve their performance.

In addition, Job Satisfaction and Organizational Diagnosis are found to be significantly correlated, which suggests that the respondents' organizational diagnosis is more significant when they are satisfied with their jobs. This result agrees with Shaii et al. (2020) suggested that job satisfaction is a significant aspect of an organization's productivity; motivated individuals can analyze the organizational diagnostic for analysis in the workplace and help them succeed in their careers.

Mediating Effect of Organizational Diagnosis on the Relationship between Job Satisfaction and Motivation

After establishing the Crossman (2019) procedure, a Path analysis was used to assess the mediating effect utilizing the causal stage approach for further analysis. The first stage in the mediation guidelines method is establishing a correlation between the independent variable, motivation, and the dependent variable, job satisfaction. Furthermore,

the second step was developed in this study since the independent variable, motivation has a significant relationship with the mediating variable, organizational diagnosis. Finally, the importance of the mediating variable, organizational diagnosis, to the dependent variable, job satisfaction, was used to re-establish the hypothesis in this study. Due to the importance of all three processes, only partial mediation took place. However, this is a good outcome because the mediating variable still influences the relationship between the independent and dependent variables.

The relationship between motivation and job satisfaction has been studied in the past. However, the lack of enough research studying the relationship between these two factors where organizational diagnosis acts as a mediator was the reason for this research.

The study aimed to contribute to the literature regarding potential indirect, mediating variables for the relationship between motivation and job satisfaction. The organizational diagnosis was investigated as a potential mediating construct to explain how motivation affects job satisfaction, substantial and direct solid effects were identified, which are consistent with the work of White et al. (2021) that may be useful in improving existing studies on motivation and job satisfaction. Only partial mediation took occur due to the need for all three procedures. This is a favorable finding since the mediating variable influences the independent and dependent variables' relationship (Saragih et al., 2022). Moreover, the relationship between motivation and job satisfaction has been studied before. The lack of research on relationship between these two characteristics, in which organization diagnosis acts as a mediator, served as the driving force for this work.

On the other note, the focus of this research was to better comprehend the indirect approach, mediating factors in the motivation-job satisfaction correlation. The organizational diagnosis was examined as a possible mediating concept to explain how motivation influences work satisfaction. Even though this study did not find complete mediation, significant and direct solid impacts were observed, similar to Pang and Lu's (2018) findings. They might be valuable in supplementing previous research on job satisfaction and motivation.

In addition, another study discovered a relationship between motivation, satisfaction, and organizational diagnosis. A mixed methods technique was used to personalize the measurements and offer empirical support for the proposed interrelationships. The findings suggest that job satisfaction with incentive travel is favorably connected to the three reasons. Travel for business networking and prestige benefits organizational diagnostics, whereas leisure travel has a negative impact. Through job satisfaction, all three incentives are favorably associated with organizational diagnosis (Harrison, 2020; Li et al., 2018).

As a result, it agrees with Harrison (2020) that organizational diagnosis substantially influences motivation. Furthermore, as the studies show, organizational diagnosis may help increase job satisfaction, highlighted as a critical factor in obtaining exceptional results. Competence, in particular, is a positive and partial element in job satisfaction and motivation. It follows Baron and Kenny's (1986) mediation guidelines, which stipulate that it must fulfill the three phases of function as a mediator for the third variable. The organizational diagnosis was used to uncover the link between the independent variable, motivation, and the dependent variable, job satisfaction. Although; the first test is used to evaluate whether or not there is an influence to mediate, if the effect is not statistical significance during the first step, the direct stages method analysis brings to a conclusion. Furthermore, complete mediation has been accomplished if the IV's effect on the DV becomes non-significant after the research. As a result, only partial mediation was obtained. The path analysis was significantly reduced in the last phase and remained significant, with signals unchanged.

Other parts of the IV were either direct or mediated by materials not included in the model, whereas the MV mediates a portion of the IV. Because the impact is still strong in the last phase, only partial mediation was used in this situation. According to the data, motivation strongly predicts job satisfaction and organizational diagnosis. The motivational impact of an organization's diagnosis is significant. Finally, organizational diagnosis influences motivation and job satisfaction through a mediating impact. This implies that organizational diagnosis affects motivation and job satisfaction. Research shows a high level of job satisfaction and motivation for librarians (Mauro, 2017).

CONCLUSION

The study's findings support that organizations must constantly be reformed to adapt to external changes and maintain a competitive advantage. When a company begins a transformation process, individual employees are impacted in one of two ways: favorably or adversely. Employees might be content or unsatisfied with the company due to transformation change; however, a diagnostic model for gauging job satisfaction is created during the organizational transition. It is the fundamental and continuous change that occurs at all levels of an organization as a result of external circumstances that threaten the organization's survival (Qureshi & Hamid, 2017). Furthermore, the study showed no significant difference in Motivation, job satisfaction, and organizational diagnosis as the findings concur and affirm several the study of Harrison (2020); Li et al. (2018), which claimed that Motivation, job satisfaction, and organizational diagnosis are connected.

Based on the previous results and findings of the study, the data showed that the variables under the study are

significantly correlated. The forewent discussed data support the notion that motivation and job satisfaction are connected. On the other hand, Motivation and organizational diagnosis are apparent correlated. The results confirmed and resonated with various studies (Bethena, 2018; Qureshi & Hamid, 2017; Rozman et al., 2017; Souders, 2021; Steinhilber, 2017), which indicated that the respondents' motivation and job satisfaction are both highly observed. Furthermore, the study's findings imply that organizational diagnosis strongly affects the correlation between librarian motivation and job satisfaction. Finally, the results are supported by the theory of Dartey-Baah (2010), from which the study is anchored.

Consequently, this suggests that it is essential to understand the impact of organizational diagnosis in affecting the motivation-job satisfaction correlation. Moreover, the above assertions describe the connections among the variables in the study. Since the current study is concerned with Motivation and job satisfaction as mediated by organizational diagnosis, these assumptions are similar.

VII.   RECOMMENDATIONS

In light of the conclusions mentioned earlier, the following suggestions are given. Since it has been demonstrated that librarians are highly motivated, it is proposed that librarians keep their abilities through processes that allow them to continually maintain high levels of motivation and proper organizational diagnosis for obtaining job satisfaction. Librarians should be more driven to learn satisfactorily, especially in this millennial era, to retain a high level of job satisfaction, such as through training and seminars, promotions, and professional growth. As a result, librarians may retain and increase their desired creativity by exposing themselves to additional motives to develop their aptitudes in self-actualization and reward. Furthermore, since basic needs and safety had the lowest scores among motivation indicators, this might need improvement to increase librarians' motivation to satisfy demand by fostering more enjoyable, exciting incentives, providing a sense of security, ask them what they want.

On the other hand, the high level of organizational diagnosis indicates that the utilization of purpose, leadership, benefits, rewards, and attitudes toward change are all critical. Furthermore, they may be carried out for the rest of the organization to obtain acceptable competency. More so, the mediating effect causal steps technique used in this study revealed a strong association between organizational diagnosis and motivation, showing that the variables had a partial mediating influence. The findings support Baron and Kenny's (1986) approach, which claims that a mediator affects the outcome rather than the other way around. It has been discovered that job satisfaction influences motivation via the organizational diagnosis quality, but this effect does not reverse the direction. As a

result, only partial mediation was obtained. The regression coefficient was significantly lowered in the last phase and remained significant, with the signs unchanged. While an MV mediates some of the IV, other parts were either direct or mediated by non-model components. Because the influence is still substantial at this stage, only limited mediation was utilized in this case. Future research should account for the IV and DV's flaws, and a gap should be filled with an intervention program. Finally, future studies should focus on other qualities not included in the analysis but might minimize the association between the variables.

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