

LEADERSHIP STYLE AND JOB SATISFACTION OF LIBRARIANS IN PRIVATE UNIVERSITIES IN SOUTH-EAST AND SOUTH- WEST, NIGERIA

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ABSTRACT

Purpose: The need for Librarians' job satisfaction is heightened by the conviction that the University library constitutes the powerhouse of knowledge responsible for providing information materials for teaching, learning and research. However, Librarians are dissatisfied with their job due to failure of leadership to reveal organizational vision and goals to subordinates, frustration on the job as a result of poor leadership style. The study therefore investigated how leadership style affects job satisfaction of Librarians in Private Universities in South-East and South-West, Nigeria.

Design/Methodology/Approach: The study adopted the survey research design. The population of the study consisted of one hundred and eighty-one (181) librarians from Private Universities in South-East and South-West, Nigeria. Total enumeration technique was employed for the study. A self-structured and validated questionnaire was used to collect data. The Cronbach's Alpha reliability coefficient for the variables ranged from .705 to .908. A response rate of 90% was obtained. Analyses of data were carried out using descriptive statistics, Pearson Product Moment Correlation and multiple regression.

Findings: Findings showed that the combined effect of work environment, leadership style and information sharing on job satisfaction of librarians in South-East and South-West, Nigeria was significant ($F_{(3,178)} = 74.673, p < .05, \text{Adj. } R^2 = .558$). The individual effect of leadership style on job satisfaction was also significant ($\beta = .767; t = 8.704; p < .05$). Furthermore, the study revealed a strong positive relationship between leadership style and significantly related to job satisfaction ($r = .868, p < .05$). Inadequate infrastructure and low management commitment to human capacity building and staff welfare were also found to militate against the job satisfaction of librarians.

Practical Implication: Adoption of transformational leadership style in private universities in South-East and South-West, Nigeria tremendously plays significant roles in the achievement, goals and objectives and impacts positively on the job satisfaction of librarians.

Originality/Value: The study concluded that leadership style had significant effect on job satisfaction. The study therefore recommended that the library management should invest in infrastructural and manpower development of the library, as well as the overall welfare of librarians to enhance their job satisfaction. Furthermore, the library management should make provision for the use of high technology laboratories for information sharing.

Keywords: Work environment, Leadership style, Information sharing, Job satisfaction, Librarians, Private universities

Introduction

The library is the powerhouse of knowledge where scholarly works are stored for immediate and future use. It is the knowledge center of the academic institution where people go to acquire knowledge. Libraries are managed by information professionals called librarians who equip it with textbooks, journals, almanacs, newspapers, films, and videos, magazines, and

electronic resources to meet the information needs of users. The work performed by librarians can be grouped into three major categories: administrative, technical and advisory. Administrative duties dwell mostly on the management of libraries which include planning and supervision of the day-to-day activities in the library. Technical duties/services, on the other hand, are concerned with the acquisition, processing,

and organisation of information materials for easy retrieval while advisory services ensure that library users are brought in contact with needed information materials through services offered at the circulation desk/reference department. To carry out their work effectively, it is expected that librarians have a sense of fulfillment in what they do which is referred to as job satisfaction.

Job satisfaction of librarians is important to university libraries as it is one of the major indications of successful library. A librarian who cannot get a sufficient wage will be faced with the problem of maintaining his or her family's life and professional status. This brings about a feeling of dissatisfaction from the librarians. When there is low wages, lack of status and social security, it affects motivational level of employee. Job satisfaction is so important in that when it is not sufficient, it causes reduced organizational commitment. It is observed that when there is lack of job satisfaction among employees, the tendency to quit job and migrate into another becomes high. The need for job satisfaction among librarians is pointed out by Kaur (2006) who expressed the opinion that satisfied librarians are more likely to put in more efforts at their jobs than their less satisfied colleagues. Beyond, dealing with the technical aspects of their jobs which centre mostly around the acquisition and organisation of information resources, librarians also interact with users on a daily basis, either through the provision of advisory or instructional service which heightens the need for job satisfaction. Indeed, Mallaiah (2008) as cited in Anyaoku, Osuigwe, and Oguaka (2015) affirms that where a librarian is dissatisfied with his or her job, there is a tendency for the display of negative attitude towards library users. In Nigeria, Onuoha, Samuel and Ojo (2014) examined the job satisfaction of library personnel in private universities in Ogun State and affirmed moderate positive level of job satisfaction among library employees while reporting stringent conditions for promotion, denied access to benefits and lack of job security as major constraints to job satisfaction. These studies, however, investigated job satisfaction of library personnel without taking into consideration

leadership style of librarians as contributing to their job satisfaction.

The need for effective leadership is crucial for organisations as employers often seek staff with strong leadership skills with the intention that they will help to create an inspiring organizational vision of the future which motivates and inspires people to engage with that vision. Librarians are seen to occupy the position of leadership in the academic environment and as such, they are expected to lead in the capacity beyond the expectation of their parent institution while encouraging themselves for a higher level of performance. Ethics and values, valuing relationships when dealing with conflict, managing change, strategic thinking, effective communication, and managing external and political environments are basic traits expected in a librarian as a leader. In a situation where librarians control, direct or guide the staff under them properly by adopting ideal leadership style, staff will show greater commitment to their duty. Leadership is vital in varieties of group or organization and it can mean the difference between success or failure of any group or joint activity (Adamaechi & Romaine, 2012). It means that for an organization to achieve its goals their leadership position must be occupied by competent leaders. Today's university libraries need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness would be high on the part of the employees.

Leadership style as defined by Nanjundeswaraswamy & Swamy (2014) is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. The leadership style exhibited by a librarian is important for the smooth running of the library. The leadership style of librarians goes a long way to determining how effective and enthusiastic the library staff would produce per time in order to achieve the set goals and objectives of the library. Also, Clarke (2012) perceived leadership style as the manner and approach of providing direction,

implementing plans and motivating people. When wrong approaches are used in handling university library programmes it may lead to indiscipline on the part of professional librarians. Current leadership theories describe leaders based on traits or the use of power to achieve objectives. "When using trait-based descriptions, leaders could be classified as autocratic, democratic, bureaucratic, or charismatic. In viewing leadership from the perspective of securing outcomes, and exchange of power, leaders were situational, transactional, or transformational" (Reeder, 2014). Although various forms or classifications of leadership styles exist, Whetstone (2012) noted that the domineering leadership styles are transactional and transformational leadership. It is therefore the duty of librarian to exercise positive leadership styles that would carry the subordinates along in achieving the organizational goal. Regrettably, some librarians are ill-prepared for the demanding position they occupy. Some of these librarians merely bear the title but lack the technical knowledge and initiative to adapt to the ever changing environment in the university libraries they are meant to lead.

Statement of the Problem

The university library is the powerhouse of knowledge in most universities as it is mainly responsible for providing information materials to meet the teaching and learning needs its environment. Effective running of the university library is, however, dependent on librarians who are responsible for the day-to-day running of libraries. For librarians to be effective in their jobs there is a need for them to have a sense of fulfillment in what they do. Unfortunately, this is not the case as literatures suggest that some libraries experience poor leadership style which hinders the job satisfaction of librarians. This has been identified as leading to high turnover rate in Nigeria. It is in view of these identified problems that this study was conducted to analyze the specific contribution of leadership style to job satisfaction.

Objective of the Study

The general objective of the study is to find out the influence of leadership style, on job satisfaction of private university librarians in

South-East and South-West, Nigeria. The specific objectives are to:

1. ascertain the extent to which librarians are satisfied with their job in private universities in South-East and South-West, Nigeria;
2. find out the leadership style practiced in private university libraries in South-East and South-West, Nigeria;
3. examine the relationship between leadership style and job satisfaction of librarians in South-East and South-West, Nigeria;

Hypotheses

The null hypothesis is tested at 0.05 level of significance:

H₀: There is no significant relationship between leadership style and job satisfaction of librarians in South-East and South-West, Nigeria.

Research Design

This study therefore made use of survey research design as it was found to be adequate due to its dependability in terms of anonymity of respondents which allows them to give reliable answers to questions. Furthermore, this study is analyzing relationship between three independent variables and one dependent variable which justifies the use of a survey research design as defined earlier. Therefore, the population was made up of one hundred and eighty-one (181) librarians. One hundred and fifty six (156) are from South-West, while twenty five (25) are from South-East. The study instrument was a self-structured questionnaire designed in line with the objectives of the study. The questionnaire was pre-tested 30 librarians in four private university libraries not included in the study population. The universities selected for the trial test are Igbinedion University, Wellspring University, Benson Idahosa University, and Western Delta University. These Universities were selected because they share the same characteristics with the actual universities for the study. The pre-test also enabled the researchers to correct ambiguous questions to ensure that the actual members of the study population would have a good understanding of the questions raised in the

questionnaire. Considering the manageable population size, a total enumeration of all members of the population (181) was used for the study. Descriptive statistics such as frequency distribution, percentages, mean and standard deviation were used to analyze the

research questions, while the hypothesis was tested using Pearson Product Moment Correlation. Out of 181 copies of the questionnaire distributed and retrieved, 176 were found useable.

Table 1: Private Universities in South-West Nigeria: location, year established and population of Librarians

S/N	Name of Private Universities	Location	Year	No of Librarians
1	Adeleke University	Ede, Osun State	2011	5
2	Afe Babalola University	Ado-Ekiti, Ekiti State	2009	6
3	Ajayi Crowther University	Oyo	2005	5
4	Al-Hikmah University	Ilorin	2005	2
5	Augustine University	Ilara, Lagos State	2015	5
6	Babcock University	Ilishan-Remo	1991	16
7	Bells University of Technology	Ota, Ogun State	2005	9
8	Bowen University	Iwo	2001	9
9	Caleb University	Lagos	2007	7
10	CETEP City University	Lagos	2005	1
11	Chrisland University	Owode, Ogun State	2015	2
12	Christopher University	Mowe, Ogun State	2015	1
13	Covenant University	Ota	2002	21
14	Crawford University	Igbesa, Ogun State	2005	4
15	Crescent University	Abeokuta	2005	5
16	Elizade University	Ilara- Mokin, Ondo State	2012	3
17	Fountain University	Osogbo	2007	4
18	Hallmark University	Ijebu Itete, Ogun State	2015	2
19	Joseph Ayo Babalola University	Ikeji-Arakeji Osun State	2006	7
20	Landmark University	Omu-Aran, Kwara State	2011	1
21	Lead City University	Ibadan, Oyo State	2005	6
22	McPherson University	Seriki Sotayo, Ajebo, Ogun State	2012	3
23	Mountain Top University	Ogun State	2015	1
24	Oduduwa University	Ipetumodu, Osun State	2009	7
25	Pan-Atlantic University	Lagos	2002	6
26	Redeemers University	Mowe, Ogun State	2005	7
27	Southwestern University	Okun Owa, Ogun State	2012	2
28	Achievers University	Owo, Ondo State	2007	5
29	Wesley University of Science & Technology	Ondo	2007	4
Total				156

Table 2: Private Universities in South-East Nigeria: location, year established and population of Librarians

S/N	Name of Private Universities	Location	Ownership	No of Librarians
1	Evangel University, Akaeze	Ebonyi	Private	02
2	Godfrey Okoye University, Uguwuomu-Nike- Enugu State	Enugu	Private	02
3	Gregory University, Uturu	Abia	Private	02
4	Madonna University, Okija	Anambra	Private	10
5	Paul University, Awka, Anambra State	Anambra	Private	02
6	Renaissance University, Enugu	Enugu	Private	03
7	Tansian University, Umuanya	Anambra	Private	02
8	Caritas University	Enugu	Private	02
Total				25

Presentation of Demographic Data of the Respondents

The demographic variables of the respondents were collated, analyzed and presented with the

use of percentage point and frequency distribution. The result was presented in a table 4.1.

Table 3: Demographic Characteristics of Respondents

Characteristics	Categories	Frequency	Percentage %
Age	Below 25	6	3.4
	26-30	79	44.9
	31-35	43	24.4
	36-40	36	20.5
	41-45	8	4.5
	46 above	4	2.3
	Total	176	100
Gender	Male	98	55.7
	Female	78	44.3
	Total	176	100
Religion	Christianity	144	81.8
	Islam	32	18.2
	Total	176	100
Marital Status	Married	143	81.3
	Single	21	11.9
	Divorced	4	2.3
	Separated	8	4.5
	Total	176	100
Academic Qualification	OND	8	4.5
	HND	27	15.3
	B. Sc	31	17.6
	M. Sc	81	46.0
	Ph.D.	29	16.5
	Total	176	100
Rank	Librarian II	72	40.9
	Librarian I	53	30.1
	Library Officer	17	9.7
	Assistant Librarian	34	19.3
	Total	176	100
Years of work Experience	Below 5 years	70	39.8
	6-10 years	82	46.6
	11-15 years	20	11.4
	16 years and above	4	2.3
	Total	176	100
Unit/Department in the library	Circulation	10	5.7
	Acquisition	37	21.0
	Technical Services	21	11.9
	Reference Section	8	4.5
	Serials Section	20	11.4
	IT/Automation/Digital section	45	25.6
	Readers Services	23	13.1
	Collection development	12	6.8
	Total	176	100

Table 4.1 result shows that majority of the respondents (44.9%) were between ages 26-30 years. Ages 46 are the lowest in response frequency (2.3%). This implies that most of the librarians were more of ages 26-30years range at the time of data collection. Most of the respondents (55.7%) were male as against female (44.3%), and this implies that more male were librarians in most of the libraries examined under study. The distribution of the respondents by religion showed that majority (81.8%) were Christians, the reason could be that most of the higher institutions were Christian owned or more of the respondents were Christians. Majority of

the respondents (81.3%) were married, while 2.3% were divorced. Furthermore, most of respondents (46.0%) have M.Sc as their highest educational qualification while the least qualification was OND (4.5%). A large number of the respondents (40.9%) were Librarian II in ranking while 9.7% were library officers and the least in response rate. Most of the librarians (46.6%) have worked for 6-10years as librarians, while 16years working experience ranked the lowest (2.3%). Furthermore, majority (11.4%) were from Covenant University while the smallest group (.6%) of librarians was from Landmark University. Most (25.6%) were

IT/Automation/Digital librarians, while the lowest number of librarians (4.5%) was found to come from the reference unit. This implies that most of the respondents were from IT/Automation/Digital section and the least from reference section as at when the data was collected.

Research Question One: To what extent are librarians satisfied with their jobs in private universities in South-East and South-West, Nigeria?

Table 4: Job Satisfaction of Librarians

S/N	Job Satisfaction of librarians?	VHS (%)	HS (%)	MS (%)	S (%)	NS (%)	\bar{X}	SD
1	I am satisfied with the existing relationship between departments and colleagues in my library	-	8 (4.5)	14 (8.0)	108 (61.4)	46 (26.1)	4.09	.719
2	I am satisfied when my future and job security are not guaranteed in the present job	2 (1.1)	12 (6.8)	37 (21.0)	41 (23.3)	84 (47.7)	3.85	.895
3	I am satisfied when my experience is well appreciated and rewarded	10 (5.7)	21 (11.9)	19 (10.8)	79 (44.9)	47 (26.7)	3.75	1.144
4	I am satisfied with healthy, clean, conducive and safe physical working environment shows	13 (7.4)	11 (6.3)	51 (29.0)	50 (28.4)	51 (29.0)	3.65	1.176
5	I am satisfied when I am recognized for better performance	7 (4.0)	38 (21.6)	22 (12.5)	56 (31.8)	53 (30.1)	3.62	1.231
6	I am satisfied after I make use of new devices for growth	7 (4.0)	20 (11.4)	39 (22.2)	83 (47.2)	27 (15.3)	3.59	1.011
7	I am satisfied when best subordinates are recognized	-	44 (25.0)	24 (13.6)	74 (42.0)	34 (19.3)	3.56	1.068
8	I am satisfied when I participate in training and development	-	41 (23.3)	28 (15.9)	76 (43.2)	31 (17.6)	3.55	1.035
9	I am satisfied when I have a cordial relationship with other librarians	9 (5.1)	44 (25.0)	17 (9.7)	61 (34.7)	45 (25.6)	3.51	1.256
10	I am satisfied with my salary	3 (1.7)	39 (22.2)	38 (21.6)	68 (38.6)	28 (15.9)	3.45	1.057
11	I am satisfied with my library building	4 (2.3)	35 (19.9)	54 (30.7)	56 (31.8)	27 (15.3)	3.38	1.041
12	I am satisfied when my organization permits and highly values the research of academic librarians	-	52 (29.5)	33 (18.8)	70 (39.8)	21 (11.9)	3.34	1.030
13	I am satisfied with the library furniture's lightening and painting shows	7 (4.0)	39 (22.2)	48 (27.3)	53 (30.1)	29 (16.5)	3.33	1.113
14	I am satisfied with the way my effort is highly recognized and rewarded	6 (3.4)	61 (34.7)	25 (14.2)	51 (29.0)	33 (18.8)	3.25	1.212
15	I am satisfied with the level of educational technology in my library	7 (4.0)	45 (25.6)	30 (17.0)	40 (22.7)	54 (30.7)	3.23	1.130
16	I am satisfied when it comes to receiving both financial and non-financial reward at workplace	-	65 (36.9)	35 (19.9)	61 (34.7)	15 (8.5)	3.15	1.020
17	My experience with timely salary payment is satisfactory	25 (14.2)	62 (35.2)	23 (13.1)	55 (31.3)	11 (6.3)	2.80	1.205
Total							3.5	

Results in Table 4.3 show a high level of librarians job satisfaction with an average mean score (\bar{X} = 3.5) on the scale of 5. Specifically, the satisfaction indicated by the respondents came from relationship between departments and colleagues within the library (\bar{X} = 4.09, SD = .719), when their future and job security is

guaranteed in the present job (\bar{X} = 3.85, SD = .895), when their experience on the job is well appreciated and rewarded (\bar{X} = 3.75, SD = 1.144), when there is healthy, clean, conducive and safe physical working environment (\bar{X} = 3.65, SD = 1.176), when they are recognized for better performance (\bar{X} = 3.62, SD = 1.231), when they make use of new devices for growth (

\bar{X} = 3.59, SD = 1.011), when best subordinates are recognized (\bar{X} = 3.56, SD = 1.068), when they participate in training and development (\bar{X} = 3.55, SD = 1.035), when they have cordial relationship with other librarians; meanwhile 25.6% are not satisfied; but on the average (\bar{X} = 3.51, SD = 1.256) they are satisfied with their salary (\bar{X} = 3.45, SD = 1.057), with library building (\bar{X} = 3.38, SD = 1.041), when their organizations permit and highly value the research of librarians (\bar{X} = 3.34, SD = 1.030), and libraries' furniture, lighting and painting shows (\bar{X} = 3.33, SD = 1.113). Other area of satisfaction include: high recognition and reward of efforts (\bar{X} = 3.25, SD = 1.212), educational technology in the libraries (\bar{X} = 3.23, SD = 1.130), financial and non financial reward at workplace (\bar{X} = 3.15, SD = 1.020), and lastly, timely salary payment experience (\bar{X} = 2.80, SD = 1.205).

\bar{X} = 3.33, SD = 1.113). Other area of satisfaction include: high recognition and reward of efforts (\bar{X} = 3.25, SD = 1.212), educational technology in the libraries (\bar{X} = 3.23, SD = 1.130), financial and non financial reward at workplace (\bar{X} = 3.15, SD = 1.020), and lastly, timely salary payment experience (\bar{X} = 2.80, SD = 1.205).

Research Question Two: What leadership style is practiced among private university libraries in South-East and South-West, Nigeria?

Table 5: Leadership Style Practiced By Librarians

S/N	Statements	SA (%)	A (%)	D (%)	SD (%)	U (%)	\bar{X}	SD
1	My supervisor presents an attainable future of the library	-	-	84 (47.7)	-	92 (52.3)	4.52	.501
2	My supervisor encourages a two-way exchanges of views	76 (43.2)	98 (55.7)	-	2 (1.1)	-	4.40	.615
3	My supervisor promotes self-development among his/her subordinates	-	75 (42.6)	101 (57.4)	-	-	4.43	.496
4	My supervisor makes interpersonal connections with followers	111 (63.1)	-	-	-	65 (36.9)	4.37	.484
5	My supervisor demonstrates outstanding competence at work	-	-	11 (6.3)	92 (52.3)	73 (41.5)	4.35	.596
6	I am concerned about what my followers want in life	-	56 (31.8)	120 (68.2)	-	-	4.32	.467
7	My supervisor has a primary mission of maintaining stability among his/her subordinates	101 (57.4)	63 (35.8)	12 (6.8)	-	-	4.29	.587
8	My supervisor teaches followers to correct mistakes	-	-	13 (7.4)	103 (58.5)	60 (34.1)	4.27	.588
9	My supervisor enforces rules and ensures all follow	-	86 (48.9)	24 (13.6)	-	66 (37.5)	4.24	.676
10	My supervisor expresses confidence in the organizational vision	92 (52.3)	11 (6.3)	13 (7.4)	-	60 (34.1)	4.14	.805
11	My supervisor likes to see followers been rewarded equally for their work	125 (71.0)	40 (22.7)	7 (4.0)	4 (2.3)	-	4.14	.583
12	My supervisor creates a readiness for changes in thinking	7 (4.0)	-	3 (1.7)	121 (68.8)	45 (25.6)	4.12	.787
13	My supervisor spends considerable energy in arousing hopes, expectations and aspiration among my followers.	7 (4.0)	-	92 (52.3)	18 (10.2)	59 (33.5)	4.11	.887
14	My supervisor encourages followers to revisit problems	7 (4.0)	111 (63.1)	9 (5.1)	-	49 (27.8)	4.11	.824
15	My supervisor moulds expectations and shapes meaning among followers regularly	7 (4.0)	98 (55.7)	10 (5.7)	-	61 (34.7)	4.11	.961
16	My supervisor assigns projects based on individuals' strengths and weakness	149 (84.7)	4 (2.3)	23 (13.1)	-	-	4.09	.464
17	My supervisor develops trust and confidence among followers	87 (49.4)	22 (12.5)	5 (2.8)	-	62 (35.2)	4.07	.938
18	My supervisor expresses satisfaction when I meet expectations.	122 (69.3)	-	5 (2.8)	11 (6.3)	38 (21.6)	4.06	.702
19	My supervisor reduces complex matters to key issues	7 (4.0)	-	11 (6.3)	121 (68.8)	37 (21.0)	4.03	.796
20	My supervisor creates a sense of priorities and purpose	123 (69.9)	2 (1.1)	11 (6.3)	5 (2.8)	35 (19.9)	4.03	.752
Total							4.21	

Table 4.4 reveals that in general, librarians are high satisfied with the leadership style practiced by their Supervisors with an average (\bar{X} = 4.21) on the scale of 5. The Table specifically shows that librarians are satisfied when their supervisor encourages a two-way exchange of views within the library, (\bar{X} = 4.40, SD = .615), when their supervisor makes interpersonal connections with followers (\bar{X} = 4.37, SD = .484), where their supervisor have a primary mission of maintaining stability among their subordinates (\bar{X} = 4.29, SD = .587), when their Supervisors expresses confidence in organizational vision (\bar{X} = 4.14, SD = .805), when their Supervisor likes to see followers being rewarded equally for their work, (\bar{X} = 4.14, SD = .583), when their Supervisors encourage followers to revisit problems (\bar{X} = 4.11, SD = .824), when their Supervisor moulds expectations and shapes meaning among followers regularly (\bar{X} = 4.11, SD = .961), when their Supervisor assigns projects based on individuals' strengths and weakness, (\bar{X} = 4.09, SD = .464), when their supervisor develops trust and confidence among followers, (\bar{X} = 4.07, SD = .938), when their Supervisor expresses

satisfaction when they meet expectations (\bar{X} = 4.06, SD = .702), and lastly, when their Supervisor creates a sense of priorities and purpose (\bar{X} = 4.03, SD = .752). On the other hand, librarians indicated dissatisfaction in the following items: presentation of attainable future of the library by their Supervisor (\bar{X} = 4.52, SD = .501), promotion of self-development among his/her subordinates (\bar{X} = 4.43, SD = .496), demonstration of outstanding competence at work (\bar{X} = 4.35, SD = .596), concern about what followers want in life (\bar{X} = 4.32, SD = .467), teaching of followers to correct mistakes by their Supervisors (\bar{X} = 4.27, SD = .588), enforcement of rules on followers by their Supervisors (\bar{X} = 4.24, SD = .676), creation of readiness for changes in thinking by Supervisors (\bar{X} = 4.12, SD = .787), spending of considerable energy in arousing hopes, expectations and aspiration among followers by Supervisors (\bar{X} = 4.11, SD = .887), and lastly, reduction of complex matters to key issues (\bar{X} = 4.03, SD = .796).

H₀: There is no significant relationship between leadership style and job satisfaction of Librarians in South-East and South-West, Nigeria.

Table 6: Result of Pearson Product Moment Correlation (PPMC) of Leadership Style and Job Satisfaction

Variable	Mean	Std. Dev.	N	r	P	Remark
Leadership Style of Librarians	84.20	7.569	176	868	.000	Sig.
Job Satisfaction of Librarians	62.50	12.894				

**Sig. at 0.05 level

Table 4.9 shows that there is strong positive and statistically significant correlation between leadership style and job satisfaction ($r = 0.868$, $p < 0.05$). The null hypothesis is therefore rejected. Hence, there is a significant relationship between leadership style and job satisfaction of librarians in South-East and South-West, Nigeria. This indicates that when there is improvement in leadership style, there will be improvement in job satisfaction of librarians.

Discussion of Findings

In relation to librarians' job satisfaction in private universities in South-East and South-West, Nigeria, it was found that most of the librarians were satisfied with their job and they enjoyed cordial relationship between colleagues and sections in the library. This finding is in line with

this result is the finding of Hazarika (2012) that lack of job satisfaction hampers the efficiency of the organization and people in it. Abigail and Oluwatobi (2015) also affirm that poor supervisory support practice and harsh institutional policies present in organizations could bring about dissatisfaction among employees.

As regards the type of leadership style practiced in the selected private university libraries in South-west and South-east region of Nigeria, the study found that transformational leadership style was the most employed due to the fact that the librarians were mission driven, collaborative and they also encourage support, creativity and confidence in the subordinates. This style of leadership enhances manpower development,

satisfaction oriented and mission driven library. These findings agree with Kouzes and Posner, (2011) who examined credibility of librarians. Their study found that leadership should be a shared responsibility which involves every partner to collaborate, be mindful of each other's need and desire such needs to be met timely.

Hypothesis two which states that there is no significant relationship between leadership style and job satisfaction of Librarians in South-East and South-West, Nigeria was also rejected. Findings of this study reveal a significant relationship between leadership style and job satisfaction of librarians in private universities in South-East and South-West, Nigeria. Transformational and transactional leadership styles were examined in this study. Findings reveal that both styles of leadership were practiced in the libraries although transformational was more prominent. This implies that presentation of attainable future by librarians, encouragement of a two-way exchange of views, promotion of self-development among librarians, equal reward, interpersonal connections among others are very important ingredients of transformational leadership style which must be taking very seriously in order to achieve job satisfaction among librarians in South-East and South-West, Nigeria. In corroboration with this result is the affirmation of Vargas (2015) who found out that transformational leadership style is very reliable in this era of globalization and changing environment as it helps adaptability. This also corroborates with the finding of Segun-Adeniran, (2015) that there was a significant relationship between leadership style and job effectiveness. However, study such as that of Martin (2015) which revealed a low use of transformational leadership style in American academic library is in disagreement to this finding.

Summary of findings

Major findings of the study are as follows:

1. It was found that most of the librarians were satisfied with the existing relationship between departments and their colleagues in the library on the other hand Librarians were dissatisfied with the fact that there is no job security in their

present job, and very dissatisfied with the level of educational technology in the library.

2. The result found that most of the librarians practiced transformational leadership style. This could be due to the fact that it allows for their free decision making, creativity, opportunity to contribute their personal idea to the growth and development of the library at large.
3. Hypothesis two reveals that there is a significant relationship between leadership style and job satisfaction of librarians in South-East and South-West, of Nigeria ($r = 0.868$, $p < 0.05$).

Conclusion

Leadership style was linked with job satisfaction as indicated in this study. Transformational leadership style was the most demonstrated reason being that it allows for collaboration, free opinion sharing which gives room for participation in decision making. This study serves as empirical evidence that good leadership style adopted in university libraries will enhance the job satisfaction of librarians.

Recommendations

Based on the identified challenges in the course of the study, the researcher, therefore, made the following recommendations:

1. Leadership of the libraries should be encouraged by the school management to promote self-development among its subordinates, spend time and energy in arousing hopes, expectations and aspiration among their followers towards achieving the university annual goal for the library, create readiness for changes in thinking, help to reduce complex matters to key issues, and demonstrates outstanding competence regularly at work.
2. The management should create more time and energy towards advancing the facilities, structure and manpower of the library and the well-being of its workers to enhance satisfaction and encourage higher output.
3. The career opportunity of librarians should be structured into their job description by

the library management to ensure high satisfaction on the job is attained.

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