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An Investigation on the Nexus Between Leadership Style and Job Satisfaction of Library Staff in Private University Libraries South-West, Nigeria.

Idiegbeyanose Jerome
Covenant University, jerose2010@yahoo.com

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Abstract

Human capital is a key success factor in any organisation. Dissatisfied and unhappy staff may not perform maximally, and this could affect an organisation's products and services. This study examined the extent to which leadership style, correlated with job satisfaction intention in private university libraries South-West, Nigeria.Survey research design was adopted. The population consisted of all the 361 library staff. Findings revealed that the level of job satisfaction of library staff was low, and that the most practice leadership style is autocratic. It also revealed a significant relationship between leadership style and job satisfaction ($r = 0.028$, $p < 0.05$); The study concluded that leadership style contributed significantly to the low level of job satisfaction. It is recommended that library management should be more democratic, payment of allowances should be put in place. This would increase the job satisfaction of the employees in private university libraries.

Background to the Study

Organization's competitive advantage, success, and sustainability in an ever increasing turbulent global market are mainly predicated on the job satisfaction and turnover intention of quality human capital. One major reason for a continued interest in the phenomenon of job satisfaction lies in embedded propensity for positive or negative effects on many forms of employees' behavioural tendencies such as efficiency, productivity, employee relations, absenteeism and rate of turnover. Job satisfaction implies the way an individual feels about rewards, people, events and amount of mental gladness on the job; it can also be described as an emotional response to a job circumstance that may not be seen (Somvir, 2013). Job satisfaction therefore is a veritable ingredient in any work environment as it determines the behavioural patterns of the employees. It also relates to the degree to which workers' needs and expectations are met in comparison to the prevailing national and global standard.

Job satisfaction is conceptualized to mean the level of positive attitude that a librarian and other library staff displays when performing his/her duties in the university library, and the rate at which his/her basic needs are met by the employers. It is interesting to note that if librarians and other library staff are well catered for by the university authorities in the area of due recognition for a job well done, good leadership style for the administration of the university library coupled with a career development opportunities for librarians and other library staff to enhance development of their managerial skills, and conducive work

environment as well as improved remunerations (good salaries and wages); their level of job satisfaction will be greatly improved from what is presently existing in most Nigerian universities. (Yaya, 2016). Unfortunately, it is observed that the level of job satisfaction among librarians and other library staff in most university libraries in Nigeria is probably very low compared to what is obtainable among other faculty members of the same educational sector. Job satisfaction as noted by Babalola and Nwalo (2013), enhance organisational success and reduce turnover intention of workers in any organizationespecially in library and information centres as a job satisfied worker is a happy and effective worker. Some factors that are in organisation may affect the job satisfaction of library staff. One of such factors is leadership style.

Leadership style is an issue of concern that organizations should pay attention to; the leadership style prevalent in any establishment (including library and information centres) will influence the behaviour of employees in that organization. Leadership style plays a major role in determining the library staff job satisfaction. Thus, effective leadership is a key success factor in employees and organisation's success or failure. It could be perceived as a process of working through people to achieve organisational goals and objectives. Leadership style can be described as the method or the style that a leader adopts in the management of resources in the organizations including human resources. Findings have shown that there are various leadership styles that can be adopted in the administration of organisations; (Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir 2015; Segun-Adeniran, 2015; Sharma &Jain 2013; Onuoha, 2013). Some of these styles are autocratic, democratic and laissez-fair. Other researchers also classified leadership styles as transactional, transformational and situational.

In general, leaders at one point in time adopt a style of leadership in the day to day administration of their organizations; and the style of leadership that is prevalent in an organization/library and information centres will have influence on the organizational resources, functions and services or products. Leadership is a process or an act of inspiring people so as to get the best out of them and at the same time achieve expected results. The leadership style adopted by managers or leaders at one point or the other will influence the librarians' job satisfaction and turnover intention. Various researchers such as (Kaladeh, (2013), Izidor and Iheriohanma (2015). pointed out that leadership style is crucial for staff job satisfaction and intention to stay, bearing in mind that lack of staff satisfaction can increase the gap in turnover intention rate and manpower deficiency in any organisation

including library and information centres; and that leadership and supervision are important in employee retention, and that leadership behavior as perceived by employee, is an important factor of workers' job satisfaction, dedication, retention and turnover intention. A suitable leadership style existing in any kind of organization could possibly foist and foster enduring organisational culture capable of inspiring employees buy-in for greater satisfaction and loyalty.

Statement of the Problem

Human capital is a key success factor in any organisation. Dissatisfied and unhappy employees in any organisation may not perform optimally and this may translate into poor productivity, high rate of staff turnover and threat to the organisation generally. Research has shown that the level of job satisfaction of library personnel in Nigerian university libraries is low (Babalola & Nwalo, 2013). This actually is a course for concern. Although some researchers such as Seed and Weseem, (2014); have been carried out on job satisfaction of staff in university libraries, from the researcher's knowledge, these studies have not studied the variable of leadership style especially in private university libraries. The aim of this research is to find out the relationships among these variables; especially, the extent to which leadership styleinfluence the job satisfaction of library staff in private university libraries, South-West, Nigeria.

Objective of the Study

The general objective of the study is to investigate leadership style as determinant of job satisfactionof library staff in private universities library, South-West, Nigeria. The specific objectives are to:

1. find out the level of job satisfaction of library staff in private university libraries in south-west Nigeria;
2. ascertain the leadership styles prevalent in private university libraries in south-west Nigeria;
3. find out the relationship between leadership style and job satisfaction of library staff in private university libraries south-west, Nigeria.

Research Questions

The following are the research questions that this study seeks to answer:

1.what is the degree of job satisfaction of library staff in private university libraries in South-West Nigeria?

2.what are the leadership styles prevalent in the private university libraries in South-West Nigeria?

Hypotheses

The following null hypothesis was tested at 0.05 level of significance:

1. Ho_1:   There is no significant relationship between leadership style and job satisfaction of library staff in private university libraries South-West Nigeria;

Literature Review

Concept of Leadership and Leadership Styles

Instrumental to the attainment of the laid down objectives and goals of any organization with high level of efficiency and effectiveness is the input of human beings who are, in most cases, influenced by leaders and the type of leadership style employed (Segun-Adeniran, 2015); hence the issue of leadership cannot be over flogged. Ogbah (2013) defined leadership as the manner in which the leader executes and motivates his subordinates towards accomplishing or achieving organizational set goals and objectives. Similarly, the Business Dictionary (2016) explained leadership as a term that involves outlining a definite vision, selling the vision to team members, and equipping or furnishing the team members with information, knowledge, skills and methods to actualize the vision.

 Leadership is basically the act of influencing others to direct their determination, abilities and efforts to the achievement of a leader's goal; it is the process of influencing an employee and or group effort to the optimum achievement of the organisational goals and objectives (Diaro, 2014). The author further pointed out that leadership focuses on the human resource aspect of management and it is based on the belief that organizational effectiveness and productivity depends on the employee's motivation, hard work and abilities.

According to business News Daily (2016), effective leadership implies that the leader is being able to provide the vision and necessary motivation to a group of people or a team in order to ensure that they work together toward the same goal, and then understand the

inherent talents and temperaments of each individual and effectively motivating each person in the team to contribute individually their best toward achieving the corporate objectives. In other word, the process of accomplishing and achieving these organizational goals and objectives requires high level skill and in depth knowledge from the leader; it is in this light that Sharma and Jain (2013) opined that leadership is made up of these four components:

a. Leaders

b. Followers

c. Communication

d. Situation

It is paramount to note here that leadership and management are not the same; a leader, in terms of operation, is said to do the right thing, create change, uses influence, articulates a vision and serves his subordinates, while a manager, in terms of operation, is said to do things right, manage change, utilize authority, execute plans and serve his superior/supervisor (Lunenburg, 2011). It is however necessary that both firm management and effective leadership are put in place for the actualization of organisational goals.

Leadership style can be describes as the pattern or method applied by the leader in any organisation in the process of achieving organisational objectives. Leadership style can be further explained as the way and approach of giving direction, executing strategy and motivating people (Bibi, Lanrong, Haseeb & Ahmad, 2012; Johnson, 2014). It is pertinent to note that different leadership styles exist for varying situations, human beings, cultures, tasks or assignments and organisational goals. It is however important that the leader in question applies the appropriate style when dealing with subordinates to ensure smooth productivity. Also, Segun-Adeniran (2015), Obiwuru , Okwu, Akpa and Nwankwere (2011), unequivocally stated that 'the leadership styles employed are determinants to the level of effectiveness in any organisation and thereby affecting the level of commitment and zeal of individuals in the organisation. Dairo (2013) reiterate that research show that high level of problems experienced in any establishment are employee related issues , and that good leadership always profit the organisation in the long run.

Some types of leadership styles include:

a. Autocratic leadership style

b. Democratic leadership style

c.   Laissez-affaire leadership style

d.   Transactional leadership style

e.   Transformational leadership style

f.   Situational leadership style

Autocratic Leadership Style

The autocratic leadership involves a scenario where absolute power lies in the hands of the leader. There is little or no input from members of his team or subordinates. He takes decisions without consultation from members of his team; that is, there is little or no synergy. Segun-Adeniran (2015) further noted that it is a highly non-participatory leadership style because there is no expected input or feedback from employees. The leader is seen as the all in all when it comes to making decisions even on matters concerning his employees; he has the final say.

It is important to note that the autocratic leader also known as an authoritarian leader is solely responsible for the diagnosis of any problem in the organisation and proffers solutions to the same with available knowledge and skill he possesses. Similarly, Dairo, (2014) stressed that in autocratic leadership method, the hub of authority is with the leader and all communications within the group shift toward the leader, also the leader alone exercises decision making and influence for formulating rules and regulations, procedure for achieving organisational goals and objectives. In autocratic leadership style, all authority centres in the leader, and decision is enforced by the use of rewards and fear of punishment, in other word, those who do as they are told are rewarded and those who do contrary are punished (Onuoha, 2013).

Khan, Khan, Qureshi, Ismail, Rauf, Latif, and Tahir (2015) opined that the authoritarian leadership style is considered a classical approach where the subordinates are motivated through a laid down set of rules, rewards and punishments. They also affirmed that this style of leadership may be very apt in a situation where there are new employees who are not well knowledgeable and need strict guidance before assignments are carried out. It is also important to note that the autocratic leadership style support the Mc Gregor's theory X which believes that employees are lazy and will only work under strict supervision (Nayab, 2011). It

is however important to note that the decision making process in an autocratic leadership style is fast as the inputs are solely from the leader.

Democratic Leadership Style

In the organisation where the democratic leadership style is practised, the leader does not make decisions solely; it is a highly participative decision making process, that is, subordinates are involved in the process of decision making (Khan et al., 2015). In democratic leadership style, the focus of power is more with the group as a whole and there is a better communication within the member, the management functions are shared with members of the group and leader as part of the group, also team member contribute in decision making, determining rules and regulations, execution of systems and procedures (Onuoha, 2013; Dairo, 2014)   As a result of the highly participative nature of the democratic leader, the level of creativity and innovation of the employee are usually on the increase. However because of the participatory nature of the democratic leadership style, it is imperative that the employees are highly skillful because they are assumed to work with little or no supervision. This participatory leadership style builds a high sense of responsibility in the employees simply because they are involved in decision making process and rewarded or punished for actions taken, thereby inculcating in them a stake-holdership mentality.

Laissez-Faire Leadership Style

This form of leadership, from the name, implies a 'carefree' kind of leadership style. This is because the employees in the organisation are given a high level of freedom when carrying out responsibilities or assignments. Laissez-faire leader observes that the members of the group are performing well; the leader allows the members to have liberty of action (Onuoha, 2013; Dairo, 2014). Unlike the authoritarian leadership style, the laissez-faire leadership style allows the employees to make decisions and find solutions to problems on their own; this implies that the employees in question must have built a high level of trust before the organisation's management team. This style of leadership is used when employees are highly trained, experienced and skilled.

Transactional Leadership Style

Drawing from the name 'transaction', it is a transaction oriented kind of leadership; respective rewards are given for positive or negative actions taken. Spahr (2016) opined that the transactional leadership style is in opposition to the transformational leadership style and it places emphasis on getting assignments and duties done within the strict laid down rules and structure and it is usually practised in large, bureaucratic organizations. It is a style of leadership that involves exchange of either rewards or punishment for assignments outlined to subordinates by the leader; that is, when commendable results are achieved the employee is rewarded but when the reverse is the case, punishment could be meted out.

According to Spahr (2016), a transactional leader is said to possess the following characteristics:

a.   Carries out short-term goals;

b.   Highly analytical and logical (very left-brained);

c.   Works with outlines, policies and procedures;

d.   Highly inflexible;

e.   Detest change;

f.   Drives subordinates to adhere strictly to rules and do things according to the books;

Due to the inflexible and highly structured nature of the transactional leadership style, creativity is usually not encouraged, employees or subordinates only function in response to the outlined assignments given, they are not pushed to thing outside the box.

Nan and Swamy (2014) & Loiseau (2016) also noted some other leadership styles which include:

a.   Transactional Leadership style

b.   Bureaucratic leadership style

c.   Creative leadership style

d.   Charismatic Leadership style

e.   People –Oriented Leadership style

f.   Servant Leadership style

g.   Environmental Leadership style etc.

It is pertinent to note that the type of leadership style(s) being adopted in an organisation, including library and information centres, is highly dependent on a lot of factors such as the nature of the organisation, the skills of employees in the organization, the time required to

carry out successful activities in the organisation, etc. It is therefore necessary that the leader in question makes use of the right leadership style to ensure heightened job satisfaction and at the same time reduce turnover intention of librarians.

Leadership Styles and Job Satisfaction of Librarians

Leadership is an important aspect in human resources management. The style that leaders, either the university management or the library management adopt in the day to day management of the university library will have effect on the human resources in that library. Research has shown that there are different styles of leadership that are available for leaders to adopt, and that leadership styles affect employee/librarian's job satisfaction in university libraries.

In a similar way, Cheung (2013) stressed that the support the employees received from their leaders has effects on the workers behaviour. Also, in a study conducted by Rizi, Azadi, Farsani & Aroufzad in 2013 on the relationship between leadership styles and job satisfaction among workers, they discovered a significant and meaningful correlations between leadership styles and job satisfaction and that the strength of the correlations obtained in the research suggests that the overall leadership styles have a significant role in job satisfaction of employees. This implies that the styles of leadership adopted by the leader/manager will have effect on the job satisfaction of the employees in organizations including libraries and information centres.

Fanimehin and Popoola (2013) investigated the effects of career progression, work motivation and leadership styles on job satisfaction of library personnel in the federal civil service of Nigeria using correlational research design and questionnaire as instrument for data collection. They discovered that there were significant relationships between leadership styles and job satisfaction of librarians. Aida and Bahareh (2014) Voon et al. (2011), discovered significant relationship between leadership styles and job satisfaction among staff. They further stressed that leadership styles can affect job satisfaction and that these variables have a strong relationship also that the role of leadership styles is a obvious serious issue on employees' satisfaction in any organization.

In another study by Nwaigwe (2015) it was discovered that   there is significant connection among head librarian leadership styles and job satisfaction of the librarians. The author concluded that the head librarian's leadership styles have serious influence on job satisfaction

of library staff. Similarly, Asad, Jaffari and Rahim (2014) also studied leadership styles and employee job satisfaction using a case study from the private banking sector of Pakistan, and found that there is significant correlation among leadership styles and job satisfaction of employees in the banking sector; they further suggested that organizations should train their leaders to adopt leadership styles that encourage employee job satisfaction. Korner, Wirtz, Bengel and Goritz (2015) studied the relationship of organizational culture, teamwork, and job satisfaction in interpersonal teams; they found that the leadership styles adopted by the leaders affect interpersonal team work and the job satisfaction of employees.

Theoretical Framework

In this study, Maslow's Hierarchy of Needs theory was employed to discuss job satisfaction of employees; Douglas McGregor theory X and Y was used to discuss the variable of leadership style.

Maslow Hierarchy of Needs Theory

The hierarchy of needs theory was developed by, a psychologist, Abraham Maslow (1943).

He proposed in his theory that people are motivated by a predictable five-step hierarchy of needs.

(Maslow Hierarchy of Needs Theory)

Source: Maslow (1943)

Maslow's model of hierarchy of needs

Abraham Maslow basically classified human needs into five groups in a hierarchical order as shown above. The different hierarchy of needs according to Abraham Maslow is discussed below:

Physiological needs*:* Biological needs of life are what Maslow refer to as physiological needs. These represent needs for existence, the basic needs of life such as the need for oxygen, sleep, water, food, shelter, sex, among others. Abraham Maslow stated that these needs are the strongest needs because man cannot do without them in life, and it is when these needs are satisfied that man tends to think or hunger for another need.

Safety/Security needs*:* According to Abraham Maslow, when the physiological needs of man have been satisfied, the next needs in the hierarchy are safety or security needs. These consist of the need for protection, security, health, stability, family and so on. Safety needs is essential in life because man want to be in a safe place at all time and are conscious of their safety even in the work place.

Needs for love, affection and belongingness: Abraham Maslow theory of needs also stated that when the needs for physiological and safety are met and satisfied, the next level of need in the hierarchy is the needs for love, affection and belongingness. Maslow further pointed out that people need to be loved, they need affection and belongingness. When these are present they tend to be happy and satisfied. It involves both giving and receiving love, affection and the sense of belonging.

Needs for esteem: Maslow explained that it is when the first three lower levels of needs on the hierarchy are satisfied that the needs for esteem can become dominant. It involve needs for both the esteem a person gets from others and self-esteem. Human beings need respect from other as well as self-respect. It is when man received this respect that he feels good, self-confident and valuable as a person in the world. Also, when these needs are absence, the individual feel inferior, weak, worthless, frustrated and helpless.
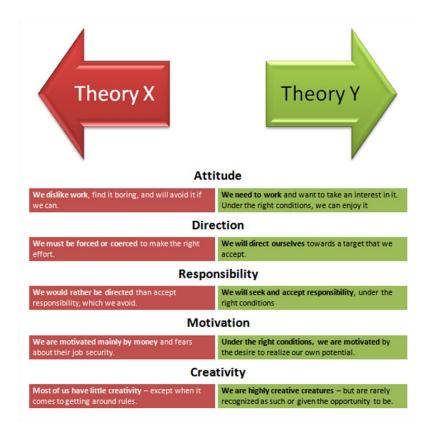
Needs for self-actualization: According Maslow, self-actualization needs are the highest levels of need. This type of need becomes dominant when the first four have been satisfied..

Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." According to Maslow, only 2% of the people actually reach self-actualization stage in life.

Douglas McGregor theory X and Y

	Theory X	Theory Y
Attitude	We dislike work, find it boring, and will avoid it if we can.	We need to work and want to take an interest in it. Under the right conditions, we can enjoy it
Direction	We must be forced or coerced to make the right effort.	We will direct ourselves towards a target that we accept.
Responsibility	We would rather be directed than accept responsibility, which we avoid.	We will seek and accept responsibility, under the right conditions
Motivation	We are motivated mainly by money and fears about their job security.	Under the right conditions, we are motivated by the desire to realize our own potential.
Creativity	Most of us have little creativity – except when it comes to getting around rules.	We are highly creative creatures – but are rarely recognized as such or given the opportunity to be.

 (Douglas McGregor Theory X and Y Model)

Theory X and Theory Y (Douglas McGregor)

Douglas McGregor in his book, "The Human Side of Enterprise", published in 1966 has examined theories on behaviour of individuals at work; how managers also relate to workers and he formulated two models which he calls Theory X and Theory Y.

Theory X Assumptions

Theory X assumes that the average human being has an inherent tendency to dislike work and if possible will avoid it. He further states as follows:

a. Because human being dislike work, they must be controlled and threatened before they will work hard;

b. That an average human being prefers to be directed, they do not like to take responsibility;

c. Because of these assumptions about human being, most establishments/institutions today, adopt the principle of "tough" management with punishments and tight controls (autocratic leadership style).

Theory Y Assumptions

a. that human being generally will work whether you control then or not

b. Control and punishment are not the only ways to make people work, man will direct himself if he is committed to the aims of the organization.

c. If a job is satisfying, then the result will be commitment to the organization.

d. An average human being will definitely take responsibility

Relevance of the Theories to this Study

Maslow hierarchy theory of needs

This theory is related to: job satisfaction variable of the study. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to Zameer, Ali, Nisarand Amir (2014), if organizations fulfill basic need, safety need, belonging need, self-esteem need, self-actualization, the employees will be motivated, they will be satisfied and at the same time. The implication of this is that when librarians' needs are systematically and adequately addressed by the university management, their morale will be boosted and the level of their job satisfaction will be.

2.15.2 Theory X and Theory Y (Douglas McGregor)

This theory is related to leadership styles. Douglas McGregor formulated two models which he calls Theory X and Theory Y.

Theory X assumes that the average human being has an natural tendency to dislike work and if probable will not work. And that they should be force to work. While theory Y believes that human being generally will work whether you control then or not. This is related to the styles of leadership. If the University/library management adopt the appropriate leadership styles, the level of job satisfaction of the librarians will be increase and at the same time their turnover intention will be greatly reduce.

Methodology

Research Design

Survey research design of correlational type was used for this study. Correlational research design involves the measurement of two or more variables and an assessment of the relationship between or among the variables. The aim of correlational research design is to discover the variables that show systematic relationship with each other. Correlational research also shows the variables that are connected to each other (Crowford, 2014). The researcher agrees with these authors, therefore, correlational research design was adopted for this study in order to establish the relationships that exist between the variables in this study.

Population

The population for this study consists of the library staff (that is professional librarians, para-professional librarians and library assistants) in all the 27 private universities in South West, Nigeria (National Universities Commission, 2016). The total number of respondents for the study was 361 (Personal contact with the University librarians and friends working in some of the libraries), this is presented in Table 1:

Table 1: List of Library Staff in the 27 Private University Libraries in South-West, Nigeria

State	Number of University by	Names of University Libraries	Number of

	State			Library Staff
Ekiti	1		1.Afe Babalola University	12
Lagos	3		1.Augustine University	10
			2.Caleb University	12
			3.Pan-Atlantic University, Lagos	10
Ogun	11		1.Babcock University	41
			2.Bell University of Technology	19
			3.Chrisland University	6
			4.Christopher University	7
			5.Covenant t University	51
			6.Crescent University	14
			7.Crawford University	8
			8.Hallmark University	7
			9.McPherson University	7
			10. Mountain Top University	14
			11. Southwestern University	5
Ondo	3		1.Achievers University	10
			2.Elizade University	9
			3.Wesley Univ. of Science and Technology	13
Osun	7		1. Adeleke University	8
			2. Bowen University	16
			3. Fountain University	12
			4. Joseph Ayo Babalola University	9
			5. Kings University	7
			6. Oduduwa University	7
			7. Redeemer's University	26
Oyo	2		1.Ajayi Crowther University	12

		2.Lead City University	9
Total	27	27	361

Source: National Universities Commission (2016), and personal contact with the university librarians and friends from some of the universities.

3.3   Sample size and sampling Technique

Total enumeration method was used in the study. All library staff in the 27private university libraries in South-West Nigeria that is 361 was used for the study. Hence there was no sampling. One of the benefits of this method is that it enables the researcher to avoid sampling errors, because all the members of the population are included in the study. Farooq (2013) reiterated that total enumeration or census method is used when the population of the study is not too large, and it enables the researcher to have an intensive study of the population, high degree of accuracy in data collection, and at the same time it eliminates errors and bias in sampling. This method is appropriate for this study because the size of the population is not too large.

3.4   Research Instrument

The instrument used to collect data was a questionnaire. The questionnaire was titled: Leadership Styles, as Correlates of Job Satisfaction of Library Staff in private university ;library South West Nigeria) The questionnaire was administered by the researcher and supported by three (3) trained research assistants.

Method of Data Collection

The corrected copies of the questionnaire were distributed to all the library staff in the twenty seven (27) university libraries for the study. It was administered to all the library staff; professional librarians, Para-professional librarians and library assistants working in all the university libraries of the study. The respondents were assured that information supplied by them will be treated with utmost confidentiality and used solely for the purposes of academic research. Also, such information will not be divulged to the third party. The researcher administered copies of the questionnaire to the affected librarians; also due to the wide geographical zone to be covered for the study and limited time frame, the researcher also engaged the services of three (3) trained research assistants, friends working in some of these university libraries also assisted in administration of the questionnaire. Out of the three hundred and sixty one (361) questionnaires distributed, three hundred and five (305) were returned and used for data analysis, this represent 84.5% response rate.

3.7   Method of Data Analysis

Data collected for this study was analysed using Statistical Package for Social Science (SPSS), 22.0 latest versions. The data collected were analysed using descriptive statistics that is percentage, mean and standard deviation for research questions 1-2 while the hypothesis was tested using Pearson Product Moment Correlation (PPMC) analysis while hypotheses.

Data Analysis, Results and Discussion of Findings

Demographic characteristics of respondents

Table 2

Demographic Statement	Frequency	Percentage %
Gender	**Frequency**	**Percentage %**
Male	105	34.4
Female	200	65.6
Total	305	100.0
Marital Status	**Frequency**	**Percentage %**
Single	43	14.1
Married	262	85.9
Total	305	100.0
Age	**Frequency**	**Percentage %**
Below 30	49	16.1
31 – 40	219	71.8
41 – 50	32	10.5
51 – 60	5	1.6
Total	305	100.0
Educational Qualification	**Frequency**	**Percentage %**
SSCE/WAEC	101	33.1
OND/Diploma	69	22.6

BSc/BA	25	8.2
BLIS	16	5.2
MSc/MA	11	3.6
MLIS	81	26.6
PhD	2	0.7
Total	305	100.0
Designation	**Frequency**	**Percentage %**
Library Assistant	131	43.0
Library Officer	67	22.0
Assistant Librarian	16	5.2
Librarian II	41	13.4
Librarian I	36	11.8
Senior Librarian	9	3.0
Principal Librarian	4	1.3
University Librarian	1	0.3
Total	305	100.0
Length of service	**Frequency**	**Percentage %**
Below 6 years	133	43.6
6 - 10 years	153	50.2
11 - 15 years	19	6.2
Total	305	100.0

Source: Field survey, 2017

Table 2 reveals that (65.6%) of the respondents were female, while (34.4%) were male. This implies that there are more female staff in the private university libraries in South-West, Nigeria. It was also revealed that majority of the respondents were married (85.9%). This implies that the library staff in the private university libraries would display maturity in their functions and services to the library users in their various universities. It was also revealed that there were more library staff in the age bracket of 31-40 years than any other age group;

this is followed by those in the age bracket of less than 30years. This mean that respondents were relatively very young and active workforce.

Regarding the educational qualifications of the respondents, (33.1%) were holders of SSCE/WAEC, (22.6%) were holders of OND/Diploma certificate, also (8.2%) were holders of Bsc/BA, it also showed that (5.2%) were holders of BLIS, (3.6%) were holders of Msc/MA, also (26.6%) of the respondents were holders of MLIS, while (0.7%) were holders of PHD. this shows that more of the library staff had lower qualifications.

The data from Table 2 also reveals that (43.0%) of the respondents were Library Assistant, (22.0%) were Library Officers, (5.2%) were Assistant Librarians, also (13.4%) were Librarian II, similarly, (11.8%) were librarian I, also (3.0%) of the respondents were Senior Librarians, and (1.3%) were Principal Librarians, while (0.3%) was University Librarian. It is clear from the table that the staff mixed in the private university libraries is bottom heavy, considering the number of librarians on the position of Senior Librarian and above. The results also revealed that about (94%) of the respondents had spent less than 10 years as Library staff, while (6.2) had spent less than 15 years. This implies that the library staff in the private university libraries investigated are very young in the profession

Data Analysis and Presentation Based on Research Questions

Research Question 1: What is the level of job satisfaction of library staff in private university libraries in South-West Nigeria?

Table 3: level of job satisfaction of the respondents

Statement	VH (%) 4	H (%) 3	L (%) 2	VL (%) 1	M	SD	AM
Promotion							
My promotion is regular	126	159	0	20	3.28	(.77)	
	(41)	(52)	(0)	(7)			
My immediate boss is interested in my career progress	109	139	57	0	3.17	(.72)	
	(36)	(46)	(19)	(0)			2.57
My boss recommends me for promotion regularly	16	4	109	176	1.54	(.77)	
	(5)	(1)	(36)	(58)			
My promotion corresponds with the level of my input in the library	12	0	153	140	1.62	(.69)	
	(4)	(0)	(50)	(46)			
My promotion boosts the level of my job performance	141	122	9	33	3.22	(.94)	
	(46)	(40)	(3)	(11)			
Conducive work environment							
My office is conducive for working	16	0	131	158	1.59	(.75)	
	(5)	(0)	(43)	(52)			
My workmates are friendly	155	109	15	26	3.29	(.90)	2.29
	(51)	(36)	(5)	(9)			
I am happy to go to work everyday	59	135	111	0	2.83	(.73)	
	(19)	(44)	(36)	(0)			
I have the resources I used to work effectively	0	4	132	169	1.46	(.52)	
	(0)	(1)	(43)	(55)			
Employee recognition							
My opinion on work issues is respected	0	2	213	90	1.71	(.47)	
	(0)	(1)	(70)	(30)			
I am allowed to use my initiative on the job	0	2	166	137	1.56	(.51)	1.52
	(0)	(1)	(54)	(45)			
I am well respected	0	2	85	218	1.29	(.47)	
	(0)	(1)	(28)	(71)			
Overall mean							2.13

Key: VH = Very High, H = High, L = Low, VL = Very Low, M = Mean, SD = Standard Deviation; AM = Average Mean

Decision Rule: 1-1.4 = VL (Very Low), 1.5-2.4 = L (Low), 2.5-3.4= H (High), while 3.5-4 = VH (Very High) the criteria mean =2.50 that is that is 4+3+2+1=10 ÷ 4 = 2.5. This implies that   any score less than 2.5 is consider low

It can be deduced from Table 3 that library staff in Private University Libraries considered their level of job satisfaction to be low, judging by the average mean score of 2.13 on the scale of 4. Similarly, pertaining to recognition as a predictor of job satisfaction, it was low (average mean= 1.52,), this implies that the library staff in the private university libraries investigated were not well respected in their organizations. In relation to conducive work environment it was also low (average mean= 2.29), meaning that the environment were the library staff investigated work was not conducive enough. Promotion opportunities was high (average mean =2.57). This implies that the library staff are promoted regularly and this may improve their level of job satisfaction.

Research Question 2:what are the leadership styles prevalent in the private university libraries in South-West Nigeria?

Table 4 Leadership Styles in the private university Libraries

Statement	SA (%) 4	A (%) 3	D (%) 2	SD (%) 1	M	STD	AM
Autocratic Leadership Style							
In my library the leadership does not readily accept new ideas from subordinate	166 (54)	139 (46)	0 (0)	0 (0)	3.54	(.50)	
In my library the leadership takes decisions arbitrarily	200 (66)	105 (34)	0 (0)	0 (0)	3.66	(.48)	
In my library most of the time the leadership does not explain his actions	259 (85)	46 (15)	0 (0)	0 (0)	3.85	(.36)	
In my library the leadership believe that I will work best in a situation where I am given clear and direct instruction on my job.	271 (89)	34 (11)	0 (0)	0 (0)	3.89	(.32)	
In my library, employees are always threatened or punished if they did not do their job or make mistakes	226 (74)	79 (26)	0 (0)	0 (0)	3.74	(.44)	3.76
In my library, the leaders believes that employees need to be supervised closely or they are not likely to do their work	232 (76)	73 (24)	0 (0)	0 (0)	3.76	(.43)	
In my library, the leaders feels that most employees are lazy	262 (86)	43 (14)	0 (0)	0 (0)	3.86	(.35)	
Democratic Leadership Style							
In my library employees are part of the decision-making process	64 (21)	0 (0)	162 (53)	79 (26)	2.16	(1.04)	

	SA	A	D	SD	M	STD	AM
In my library, there is frequent and supportive communication from the leaders.	0	38	223	44	1.98	(.52)	1.80
	(0)	(12)	(73)	(14)			
In my library, the leaders regularly ask others for feedback on how well things are really going	0	0	137	168	1.45	(.50)	
	(0)	(0)	(45)	(55)			
In my library, the leaders have the interest of the subordinate at heart	0	0	186	119	1.61	(.49)	
	(0)	(0)	(61)	(39)			
Laissez-fair Leadership Style							
In my library the leaders give subordinates complete freedom to solve problems on their own	0	0	167	138	1.55	(.50)	
	(0)	(0)	(55)	(45)			
In my library, the leaders believes that it is best to leave subordinates alone	0	0	207	98	1.68	(.47)	1.69
	(0)	(0)	(68)	(32)			
In my library, leadership stay out of the way of subordinates as they do their work	0	0	248	57	1.81	(.39)	
	(0)	(0)	(81)	(19)			
In complex situations, leaders let subordinates work problems out on their own	0	0	222	83	1.73	(.45)	
	(0)	(0)	(73)	(27)			
Overall mean						.	2.42

Key: SA= Strongly Agree, A= Agree, D= Disagree, SD=Strongly Disagree, M=Mean, STD=Standard Deviation, AM=Average Mean

Table 4 shows that library staff in private University Libraries South-West, Nigerian considered that there are various types of leadership styles practices in their libraries. The table shows that the prevalent leadership style practice in the libraries investigated was autocratic with (average mean=3.76), this is followed by democratic (average mean= 1.80) and laissez-fair (average mean=1.69) on a scale of 4. This implies that autocratic leadership style is more practice in private university libraries investigated. This may be as a result of private individual' ownership of most of these universities and the proprietors of these institutions most of the time has control on the leadership of the universities.

Hypothesis Testing and Interpretation

Hypothesis One (Ho 1): There is no significant relationship between leadership style and job satisfaction of library staff in private university libraries South-West Nigeria;

Table 5: Correlation analysis between leadership style and job satisfaction of library staff in private University Libraries, South-West, Nigeria.

Variables	Mean	Standard Deviation (SD)	N	R	P	Remark
Leadership Style	2.42	0.21	305	0.028	0.000	Sig.
Job Satisfaction	2.13	0.36				

Significant at 0.05 level

Table 5 shows that the mean of leadership style in private University Libraries South-West, Nigeria was 2.42, SD = 0.21, while that of job satisfaction was 2.13, SD = 0.36. The correlation of coefficient obtained was 0.028 with p-value < 0.05. The result showed positive correlation between leadership style and job satisfaction of library staff. There was a positive significant relationship between leadership style and job satisfaction as indicated in the above table as (r = 0.028, N = 305, P < 0.05). Null hypothesis one is rejected. This indicates that there is significant relationship between leadership style and job satisfaction of library staff in private University Library, South-West, Nigeria. This implies that when leadership style is high and appropriate in organization, job satisfaction will be high.

Discussion of Findings

Research question one showed that library staff considered their level of job satisfaction to be low; judging by the average mean of 2.13. Specifically, poor recognition and conducive working environment provided by their organizations was deduced as the reasons for their low level of job satisfaction in the university system. Each had an average mean scores of 1.52 and 2.29 on a scale of 4 respectively. The library staff in Private University Libraries were not satisfied with their job as they were neither respected (mean = 1.29), nor allowed to use their initiative (mean=1.56) This study is in agreement with previous studies that Librarians' satisfaction on the job is not different from other professions and the predictors of

job satisfaction of workers in other profession such a recognition, opportunity to use personal initiative and regular promotion. (Lamptey, Boateng, & Antwi, 2013; Dhanapal, Alwie, Subramaniam, & Vashu, 2013; Hossain, 2014; Gamlath, & Kaluarachchi, 2014; Darbar, 2015;Ikonne & Onuoha 2015; Esakkimuthu, & Vellaichamy,2015).

It was also found out that the library staff in the private university libraries in South-West Nigeria were not well recognise by their management and their opinion on work issues are not very respected. This actually makes them to experience low satisfaction with their job. This finding also is in agreement with Yaya (2016); Oluchi and Ozioko, (2014), the authors stressed that lack of opportunities for socialization and promotion, poor leadership and managerial skills by administrators can lead to staff dissatisfaction.

Research question two showed that the three types of leadership styles (autocratic, democratic and laissez-fair) were practices in the libraries investigated; but the prevalent leadership styles in the private University libraries in South-west Nigeria that this study investigated was autocratic with (average mean=3.76), followed by democratic (average mean= 1.80) and laissez-fair (average mean=1.69) on a scale of 4. These findings also supported Awan, Mahmood and Idrees (2014) who discovered in their research of some private University libraries that majority of the libraries they studied adopted autocratic leadership style and very few fall in laisses-fair category. This present research also corroborated Mc Gregor's theory X which believes that employees are lazy and will only work under strict supervision. Most private organisations tend to adopt this style of leadership so as to achieve desired results through rewards and punishments. (Nayab, 2015; Khan, et al 2015).

The findings in research question two also shows that the libraries investigated adopted the various styles of leadership at one point or the other. This finding also is in agreement with Segun-Adeniran (2015) that stressed that it is however important that the leaders apply the appropriate style when dealing with subordinates to ensure smooth running of the organization including library and information centres.

Furthermore, it was revealed from the findings and analysis presented in Table 5 that there was a significant relationship between leadership style and job satisfaction of library staff; the null hypothesis one was rejected. This indicates that there was a significant relationship between leadership style and job satisfaction of library staff in private University libraries, South-West, Nigeria.(0.028, p < 0.05).The result agreed with the previous studies

that was carried out by a number of researchers such as:Nwaigwe (2015), Korner, Wirtz, Bengel and Goritz (2015) Aida and Bahareh (2014) , Asad, Jaffari and Rahim (2014) Cheung 2013, Rizi, Azadi, Farsani andAroufzad (2013), Fanimehin and Popoola (2013), who established the relationship between leadership style and job satisfaction of employees in organisations. This had confirmed the assertion that leadership style affects the job satisfaction of workers in any organization especially in the private University Libraries as a job satisfied worker is a happy and productive worker and may not want to quit the organization.

Conclusion

The study had supported the earlier submission of low job satisfaction of employees in private organizations including library and information centres. The research was directed towards library staff welfare, and other issues such as leadership style, and job satisfaction in private university libraries South-West, Nigeria.

Recommendations

Based on the findings that were revealed in this study, the following recommendations are hereby proffered as the way forward:

1. Low level of employees' recognition and conducive work environment indicates that library staff may lack adequate respect from the authority, they are not allow to use their initiative and this may have negative feelings on the part of the library staff.
   The researcher recommends that the university librarian and other sectional heads should take the issue of staff respect, emotion and individual initiatives into consideration so as to increase their job satisfaction, and reduce their turnover intention in private university libraries.

2. The high rate of autocratic leadership style in private university libraries compared with democratic leadership style suggests that the library staff may not have too much contribution in the matters that affect them. This was attributed to threat at work, arbitrary decision on the part of university/library management without carrying the staff along in most private university libraries. The university/library management should practice democratic leadership style most of the time as this may enable the library staff to own the work and make meaningful contributions.

Implication of the Study

The finding of this study show that library staff in private universities in South-West, Nigeria saw their level of job satisfaction to be low and turnover intention to be very high. They attributed this to lack of recognition and poor conducive work environment.The study also revealed that leadership style correlates with job satisfaction of library staff in private university libraries South-West, Nigeria. The implication of this is that good and appropriate leadership style is related to library staff job satisfaction, in other word, democratic leadership style should be more practice so that the library staff should be involved in decision making that affect them and this will increase their level of job satisfaction in the organization.

The low level of job satisfaction of library staff in private university libraries in south west Nigeria also implies that the library staff are not well satisfied. This actually has serious implication to the type of functions and services they rendered in their respective libraries.

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