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Leadership Styles and Job satisfaction of Library Personnel in University Libraries in Ondo State, Nigeria.

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Abstract

Employees' job satisfaction is essential to the accomplishment of organizational aims and objectives. Indeed, employee satisfaction is a key indicator of organisational effectiveness; same narrative can be said of the university libraries. This study investigated leadership styles as factor influencing job satisfaction of library personnel in university libraries in Ondo State. The population of the study was one hundred and twenty (120) librarians and library officers in eight (8) university libraries in Ondo State. The instrument for this research work was structured questionnaire. Frequencies, percentages, mean, standard deviation and Pearson Moment Correlation Analysis were used to analyse data using Statistical Package for the Social Sciences (SPSS). The study revealed that respondents were satisfy with their job. Response on democratic leadership style indicates that respondents agreed that staff's work were checked on a regular basis to assess their progress and periodic meetings were always been held to show support for library policy and mission. The findings of the study revealed a significant relationship between leadership styles and job satisfaction among university library personnel in Ondo State. It was recommended that university managements should treat all academic staff equally and ensure there is no marginalization of any staff in order. Also, leadership style(s) in university library should reflect the values and philosophies of the institution, hence, managers should adopt the most appropriate leadership for any given situation. The library environment is unique, therefore library managers must adopt leadership styles capable of motivating, unify and energise all library personnel towards the achievement of the objectives of the library.

Keywords: Leadership styles, Job Satisfaction, Librarian, Library Officer, Leadership Style
Word count: 255

Introduction

Employees' job satisfaction is essential to the accomplishment of organizational aims and objectives. Indeed, employee satisfaction is a key indicator of organisational effectiveness. Satisfaction is seen as having a significant on the behaviour and attitude of individual and this is not different among employees. As a result of this, in every organization, there is a significant interest in the concept of job satisfaction because of its ability to influence, either positively or negatively. Library as an example of organization is an institution dedicated to the acquisition, organisation, dissemination and preservation of recorded knowledge in various formats. The modern library is tasked with creating access to a highly relevant and properly organized wealth of information resources to facilitate further knowledge creation. In order to accomplish this task, university libraries must be staffed with a satisfied crop of library personnel who will be well motivated to give their best.

Achieving the objectives of establishing a library requires that library personnel working in such library put in their best consistently. Also, they should be able to achieve this for indefinite period of time when they are satisfied with their jobs. Conventionally, three categories of personnel exist in libraries. They are ; Professional Librarians, Para Professionals and Administrative/ Support staff which comprising administrative/ executive officers, finance officers, computer operators/ typist, porters and cleaners e.t.c. Professional Librarians are usually trained in universities where they acquire degree or post graduate certificates in library and information science while para professionals on the other hand are those who have been trained in polytechnics and other diploma awarding institutions. This study only limited to the professional aspect of the personnel working

in the library which are professional librarians and para professional librarians. The maximum commitment of employees to the achievement of organizational objectives which stems from the feeling of being satisfied is critical to the sustainability of an organization (Saleem, 2015). Library personnel who not being well remunerated may find it difficult to cope with existential demands such as clothing, food and shelter. This even become more difficult when such employees are married or have family responsibilities to cater for. The result is a perpetual feeling of dissatisfaction which affects motivational level of the personnel which is likely to brings about low performance of the library personnel and which causes reduced organizational commitment. Furthermore, employees who feel unsatisfied in their jobs are likely to quit their jobs in order to join another organization where the wages and/or condition of service is perceived as better.

As a result of this, in every industry, there is a significant interest in the concept of job satisfaction because of its ability to influence, either positively or negatively, many forms of employees' behavioural tendencies such as efficiency, productivity, employee relations, absenteeism and rate of turnover. Having employees who are satisfied with their job and willing to commit long term to the achievement of the organizational objective is definitely preferable to employees who are dissatisfied and would go through the motion without any passion for the job they are being paid to do.

Job satisfaction is defined as an individual's cognitive, affective, and evaluative reactions towards his or her job (Fard and Karimi, 2015). This definition is further buttressed by that of another scholar who submitted that "job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives" (Panday, 2011). Job satisfaction is described as perception and feeling of an employee regarding issues relating to their jobs such as rewards, co-workers, work

environment; working conditions and the opportunity for career advancement. At times, job satisfaction is influenced by intangible things that are not easily obvious to outsiders. It has therefore been stressed that organisation must put in place measures to ensure job satisfaction among their employees if they expect them to give their best toward the achievement of organisational objectives (Abban, 2018). In another dimension, job satisfaction is described as an emotional response to different situations in the workplace. This means that job satisfaction is about how employees feel about the jobs they do and every other things relating to such jobs. In the same vein, job satisfaction is seen as the level at which “employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled”. Job satisfaction is also seen as a key element motivating employees to perform the task assigned to them in an effective and productive manner (Gamlath and Kaluarachchi, 2014). Job satisfaction is an emotional or physical response which derived from various factors such as; the actions or inactions of employers, the personality of the employee or other numerous factors (Bektaş, 2017). Job satisfaction is also essential for library personnel who are essential to the achievement of the library objectives.

In the corporate world, leadership styles are considered highly essential for organizational success and that probably explains why corporate leaders who track record of leading successful organizations are well sought. No matter the quality of the available human resources, without an effective leader who can adopt the right leader style, the organization may not achieve its goals. The same holds true for the library as an organization which is established to achieve specific purposes.

The effectiveness and efficiency of library personnel depends greatly on the leadership qualities of the person managing the affairs of such library. Just like in the corporate world, the leadership

styles adopted by a particular library manager will determine how well the library can achieve its objective. Achieving set goals by libraries in this era where parent institutions are facing cash crunch which requires every unit of the institutions to show that they are giving good returns on the investment made on them, is highly essential. The continuous relevance and even the existence of the library as a viable organization depend greatly on its ability to consistently meet the expectations of various stakeholders such as institutional management, lecturers, students and researchers.

A leader is defined as an individual playing a central role in a group or organizational interaction and who has the power and authority to influence how other members of the group behave in a particular setting. The leader is also described as the individual with legitimate authority over others who also has the capacity to guide their actions in relation to the achievement of organizational objectives (Bamgbose and Ladipo, 2017). Leadership also means the capacity to ensure the tasks assigned to a particular group is accomplished. Effective leaders are those who can achieve this without losing the confidence, loyalty, respect and willing cooperation of members of the group. Leadership is also seen as a process through which an individual drives a set of people to achieve mutual objectives by imposing his will upon them (Udo-Anyanwu and Amadi, 2018). This means that leadership involves a lot of activities all aimed at ensuring that members of the organization work together as effectively as possible to achieve the stated aims and objectives of the organization. Through leadership, teams are built and right decisions that ultimately affect the growth of the library as well as motivated staff are made. So decisions made by a leader permeate every facet of an organisation and result in either the success or failure of the organization depending on their appropriateness (Sriram and Rajev, 2014). It is therefore

imperative for library managers to possess high leadership qualities in order to bring out the best in the subordinate library professionals (Sriam and Rajev, 2014).

Effective leadership in librarianship has assumed greater importance due to the changes in the information environment driven by new technologies, globalisation, new innovations and changing users' expectation that have turned libraries into complex institution dealing with humans, technologies and processes. Successful operation in an environment affected by new global changes call for leadership which is dynamic and efficient, built on strong pedestal capable of combining resources in the most efficient ways. This entails the ability put together an enthusiastic, dedicated and highly motivated to give in their efforts towards the achievement of the goals of the organization. How leaders achieve their objectives and ultimately, that of the organizations they lead, depends largely on the leadership style they choose to adopt which is manifested in how they go about controlling, organising and directing employees in various activities targeted at achieving the aims and objectives of the group (Ranaweera and Li, 2018).

Different organisations including the library require different styles of leadership which must be adopted to fit the uniqueness of each environment. Adopting a suitable leadership is the prerogative of the leader and the ability to do this depend on his or her leadership qualities. This is because there is no perfect but appropriate leadership style. The leadership style that motivate and increase productivity in one organisation may not achieve the same result if applied to others.. Studies have outlined the various leadership styles exhibited by organizational managers all over the world. Identified leadership styles include; democratic leadership style; autocratic leadership style and laissez- faire leadership style among others. Desirable level of productivity in libraries which arise from employee satisfaction cannot be achieved without employing the proper leadership styles to manage personnel who came from diverse backgrounds and are born with

different temperaments. It is opined that the best of managers are those who can adopt the right leadership style capable of motivating their subordinates to achieve maximum productivity (Northouse, 2007). Hence, the study tends to look into leadership styles as factors influencing job satisfaction of university library personnel in Ondo State.

Statement of the problem

The success of any organisation depend mostly on the ability of leaders to make use all resources within his reach to effeciently derive the aims and objectives of establishing such organisation. This would ensure that workers are well motivated to work and ensure their satisfaction towards such job. Hence, job satisfaction is the willingness and readiness to give their best performance and ensure the achievement of organizational goals and objectives. It also means that employees are willing to stay with the organization for as long as possible. This is a significant factor that determines the productivity of library personnel because when library personnel are satisfied with their jobs, they are likely to be more committed to the achievement of organizational objectives. Personal observation and informal discussions with library personnel in university libraries indicate that some library personnel seem not to be satisfied with their jobs. The evidence of lack of job satisfaction is often manifested by negative habits and behaviour such as absenteeism, truancy, lack of commitment and evasion of duties among others. One of the key factors that could be responsible for the scenario is effectiveness or appropriateness of the leadership styles adopted by library managers in these institutions. Also, there is dearth of empirical studies on the influence of leadership styles on job satisfaction with particular reference to university libraries in Ondo State. Hence, this study seeks to evaluate the influence of leadership styles on job satisfaction of university library personnel in Ondo State.

Objectives of the Study

The main objective of this study is to determine leadership styles as factors influencing job satisfaction of university library personnel in Ondo State. The specific objectives of the study are to:

1. ascertain the level of job satisfaction of library personnel in university libraries in Ondo State, Nigeria.
2. find out various leadership styles existing in university libraries in Ondo State, Nigeria.
3. determine those challenges confronting university library personnel job satisfaction as regard leadership styles in Ondo State, Nigeria.
4. determine the relationship between leadership styles and job satisfaction of university library personnel in Ondo State, Nigeria.

Research Questions

The study provide answers to the following research questions

1. What is the level of job satisfaction of library personnel in university libraries in Ondo State, Nigeria?
2. What are the leadership styles existing in university libraries in Ondo State, Nigeria?
3. What are the challenges confronting university library personnel job satisfaction as regards leadership styles in Ondo State, Nigeria?

Hypothesis

This null hypothesis tested at 0.05 level of significance

Ho1 There is no significant relationship between leadership styles and job satisfaction of university library personnel in Ondo State.

Methodology

The descriptive survey research approach was used for this study because it sought to gain insight into a phenomenon as a means of providing basic information in the area of study. Population of the study were one hundred and twenty (120) librarians and library officers in eight (8) university libraries in Ondo State. These universities are Elizade University, Ilara Mokin, Federal University of Technology, Akure, University of Medical Science Ondo, Achiever University Owo, Adeyemi College of Education, Ondo, Wesley University Ondo, University of Science and Technology Okitipupa and Adekunle Ajasin University Akungba Akoko. The instrument for this research work was structured questionnaire. The research instrument was scrutinized for face and content validity by seasoned librarians, and two other scholars in the field of librarianship. Cronbach's Alpha method was used to determine the reliability coefficients. Twenty (20) Questionnaire was administered to a population outside the intended population of the study. This was carried out at the Ekiti State University, Ado, Ekiti State. The instrument exhibited high psychometric properties as follows: Job Satisfaction showed a reliability coefficient of 0.782; Leadership styles displayed a reliability coefficient of 0.756; and challenges faced exhibited a reliability coefficient of 0.708. In this regard, the instrument was ascertained to be reliable for the study. Data collected from the respondents with the aid of questionnaire was analysed with the use of Statistical Package for the Social Sciences (SPSS). Results were presented in a descriptive form using simple percentages, mean, standard deviation, while research hypotheses was tested using Pearson moment correlation coefficient at 0.05 level of significance.

Data Analysis and Result Presentation

Table 1: Demographic Distribution of Respondents

| University | Frequency | Percent |
|---|------------------|----------------|
| Elizade University, Ilara Mokin | 14 | 12.5 |
| Federal University of Technology, Akure | 22 | 19.6 |
| University of Medical Science Ondo | 9 | 8.0 |

| | | |
|--|------------|------------|
| Achiever University Owo | 12 | 10.7 |
| Adeyemi College of Education, Ondo | 23 | 20.5 |
| Wesley University Ondo | 10 | 9.0 |
| Ondo State University of Science and Technology Okitipupa | 9 | 8.0 |
| Adekunle Ajasin University, Akungba Akoko | 13 | 11.7 |
| Total | 112 | 100 |
| | | |
| Designation | | |
| Librarians | 49 | 43.8 |
| Library Officers | 63 | 56.2 |
| Total | 112 | 100 |
| | | |
| Gender | | |
| Male | 65 | 58.0 |
| Female | 47 | 42.0 |
| Total | 112 | 100 |
| | | |
| Age | | |
| 20-30 | 25 | 22.3 |
| 31-40 | 42 | 37.5 |
| 41-50 | 32 | 28.6 |
| 51-60 | 6 | 5.4 |
| 61- above | 7 | 6.2 |
| Total | 112 | 100 |
| | | |
| Academic qualification | | |
| ND | 37 | 33.0 |
| HND | 16 | 14.3 |
| BLIS | 29 | 25.9 |
| MLIS | 26 | 23.2 |
| PHD | 4 | 3.6 |
| Total | 112 | 100 |

Table 1 shows that majority of respondents 23(20.5%) were from Adeyemi College of Education Ondo, while minority 9(8.0%) were from University of Medical Science, Ondo and University of Science and Technology, Okitipupa. The table also indicates that majority of the respondents 63(56.2%) were library officers while 49(43.8%) were librarians. It was also indicated that majority of the respondents 65(58.0%) were male, while 47(42.0%) were female. Also, a significant number of respondents 42(37.5%) were of between 31 to 40 years old, while minority

6(5.4%) were of between 51 and 60 years old. Finally, majority of the respondents 37(33.0%) held National Diploma, while minority 4(3.6%) were PhD holders.

Research question 1: What is the level of job satisfaction of university library personnel in Ondo State, Nigeria?

Table 2: Level of job satisfaction of university library personnel in Ondo State

(Decision: Mean below 2.50 is rejected and above 2.50 is accepted)

| ITEM | | | | | | | |
|--|------------|----------|----------|------------|-------------|-------------|------------|
| Work itself | S.A | A | D | S.D | U | MEAN | S.D |
| I am satisfy with my job duty | 46(41.1) | 21(18.8) | 8(7.1) | 27(24.1) | 10 (8.9) | 3.58 | 1.449 |
| My job schedule allows me to attend to other personnel | 42(37.5) | 20(17.9) | 7(6.3) | 38(33.9) | 5(4.5) | 3.50 | 1.401 |
| Career advancement | | | | | | | |
| My library permits and support me to attend conference/seminar | 51(45.5) | 11(9.8) | 15(13.4) | 30(26.8) | 5(4.5) | 3.65 | 1.399 |
| My library always sponsor the training I need to develop my skills | 38(33.9) | 6(5.4) | 8(7.1) | 44(39.3) | 16(14.3) | 3.05 | 1.547 |
| Recognition | | | | | | | |
| My library appreciate my creativity at work | 47(42.0) | 22(19.6) | 6(5.4) | 31(27.7) | 6(5.4) | 3.65 | 1.399 |
| My library do recognises my contribution to its success | 55(49.1) | 17(15.2) | 13(11.6) | 22(19.6) | 5(4.5) | 3.84 | 1.337 |
| Promotion opportunity | | | | | | | |
| Personnel in my library are promoted in due time | 50(44.6) | 21(18.8) | 9(8.0) | 29(25.9) | 3(2.7) | 3.76 | 1.328 |
| The criteria for promotion in my library is fair | 52(46.4) | 21(18.8) | 4(3.6) | 28(25.0) | 7(6.3) | 3.74 | 1.418 |
| Working condition | | | | | | | |
| My work environment is very conducive with basic facilities | 59(52.7) | 17(15.2) | 12(10.7) | 19(17.0) | 5(4.5) | 3.94 | 1.314 |

| | | | | | | | |
|--|----------|----------|----------|----------|----------|------|------|
| Library leadership do not value the opinions and contribution of subordinates | 11(9.8) | 9(8.0) | 38(33.9) | 43(38.4) | 11(9.8) | 2.69 | 1.08 |
| Decisions are not taken arbitrarily in my library | 16(14.3) | 2(1.8) | 27(24.1) | 49(43.8) | 18(16.1) | 2.54 | 1.21 |
| Explanation are not usually given for library leadership action | 4(3.6) | 6(5.4) | 33(29.5) | 46(41.1) | 23(20.5) | 2.30 | .975 |
| Leaders often use threats and punishment encourage people to work | 21(18.8) | 6(5.4) | 36(32.1) | 37(33.0) | 12(10.7) | 2.88 | 1.25 |
| It is believed that library personnel need close supervision because they may not work | 14(12.5) | 8(7.1) | 61(54.5) | 23(20.5) | 6(5.4) | 3.00 | .999 |
| Library leadership feels that most personnel are lazy | 20(17.9) | 19(17.0) | 64(57.1) | 8(7.1) | 1(0.9) | 3.43 | .898 |
| Democratic Leadership | | | | | | | |
| Staff's work were checked on a regular basis to assess their progress | 20(17.9) | 17(15.2) | 63(56.3) | 12(10.7) | 0 | 3.40 | .905 |
| Periodic meetings were usually held to show support for library policy and mission | 22(19.6) | 24(21.4) | 54(48.2) | 12(10.7) | 0 | 3.50 | .929 |
| There is clear responsibilities and how to accomplish them | 25(22.3) | 9(8.0) | 53(47.3) | 23(20.5) | 2(1.8) | 3.28 | 1.08 |

| | | | | | | | |
|--|----------|----------|----------|----------|---------|------|------|
| Library personnel are aware of, and understand, all library policies and procedures | 19(17.0) | 13(11.6) | 57(50.9) | 23(20.5) | 0 | 3.25 | .972 |
| Policy changes were usually discussed with library personnel prior to taking action | 13(11.6) | 13(11.6) | 69(61.6) | 15(13.4) | 2(1.8) | 3.17 | .872 |
| Benefits of achieving personnel work goals were explained to them | 28(25.0) | 15(13.4) | 48(42.9) | 19(17.0) | 2(1.8) | 3.42 | 1.09 |
| Personnel were given time and resources to pursue their own developmental objectives | 2(1.8) | 17(15.2) | 52(37.5) | 41(36.6) | 10(8.9) | 2.64 | .908 |
| Information systems are timely and accurate and were fed directly to staff | 9(8.0) | 9(8.0) | 40(35.7) | 45(40.2) | 9(8.0) | 2.67 | 1.01 |
| Leadership Laissez-faire | | | | | | | |
| Library leadership give subordinates complete freedom to solve problems on their own | 5(4.5) | 4(3.6) | 50(44.6) | 49(43.8) | 4(3.6) | 2.61 | .808 |
| In complex situations, library leadership allow subordinates to work problems out on their own | 6(5.4) | 13(11.6) | 45(40.2) | 43(38.4) | 5(4.5) | 2.75 | .915 |

| | | | | | | | |
|---|----------|----------|----------|----------|--------|-------------|------|
| Emphasis is on importance of quality and staff are allowed to establish the control standards | 13(11.6) | 8(7.1) | 43(38.4) | 42(37.5) | 6(5.4) | 2.82 | 1.05 |
| Personnel are given time and resources to pursue their own developmental objectives | 9(8.0) | 15(13.4) | 65(58.0) | 23(20.5) | 0 | 3.08 | .811 |
| Staff are expected to create their own goals and objectives and submit them in finished form | 10(8.9) | 27(24.1) | 59(52.7) | 14(12.5) | 2(1.8) | 3.25 | .856 |
| GRAND MEAN | | | | | | 2.98 | |

Source: Field work, 2020

Key: S.A = Strongly Agree, A= Agree, D=Disagree, Strongly Disagree, U=Undecided, Mean (x), Standard Deviation (S.D)

Results analysed in Table 3 shows that library leadership are not in the habit of entertaining opinions and suggestions from their subordinates with mean score (2.69); decisions are not taking arbitrarily mean score (2.54); library personnel threatened or punished if they make mistakes mean score (2.88); and library personnel supervised closely mean score (3.00); leadership feels that most personnel are lazy has a mean score (3.43). However, a small number of respondents indicates that explanation are not usually given for library leadership action with mean score (2.30); staff's work checked on a regular basis to assess their progress with mean score (3.40); Periodic meetings been held has a mean (3.50); clear responsibilities and how to accomplish them has a mean score (3.28); library personnel awareness and understanding of all library policies and procedures has a mean score (3.25). Therefore, with grand mean score of 2.98, leadership styles in the university

libraries in Ondo State could be adjudged to be combination of autocratic, democratic and laissez-faire leadership styles.

Research question 3: What are the challenges confronting university library personnel job satisfaction as regard leadership styles in Ondo State?

Table 4: Challenges issues in job satisfaction of university library personnel as regard leadership styles in Ondo State.

| Challenges | S.A | A | D | S.D | U | MEAN | S.D |
|--|------------|----------|----------|------------|----------|-------------|------------|
| Library personnel do not get similar allowances paid to other academic staff in the university | 3(2.7) | 3(2.7) | 37(33.0) | 49(43.8) | 20(17.9) | 2.28 | .884 |
| Lack of employee recognition | 2(1.8) | 7(6.3) | 10(8.9) | 64(57.1) | 29(25.9) | 2.00 | .875 |
| Marginalisation of librarians by the university authority. | 0 | 1(0.9) | 10(8.9) | 71(63.4) | 30(26.8) | 1.83 | .608 |
| Irregular payment of salary and wages | 2(1.8) | 3(2.7) | 22(19.6) | 63(56.3) | 22(19.6) | 2.10 | .809 |
| the work environment in my university is not conducive | 0 | 9(8.0) | 16(14.3) | 58(51.8) | 29(25.9) | 2.04 | .853 |
| Irregular promotion opportunities | 4(3.6) | 3(2.7) | 30(26.8) | 49(43.8) | 26(23.2) | 2.19 | .947 |
| Lack of effective job design that would enable library services to be effectively carried out | 1(.9) | 1(.9) | 17(15.2) | 63(56.3) | 30(26.8) | 1.92 | .731 |
| Inadequate provision for my basic needs by the organisation | 2(1.8) | 3(2.7) | 17(15.2) | 61(54.5) | 29(25.9) | 2.00 | .827 |
| Inadequate security of lives and library resources | 2(1.8) | 1(0.9) | 22(19.6) | 60(53.6) | 27(24.1) | 2.02 | .799 |
| Undemocratic leadership styles in my library | 0 | 3(2.7) | 17(15.2) | 65(58.0) | 27(24.1) | 1.96 | .709 |
| GRAND MEAN | | | | | | 2.03 | |

Source: Field work, 2020

Key: S.A = Strongly Agree, A= Agree, D=Disagree, Strongly Disagree, U=Undecided, Mean (x), Standard Deviation (S.D)

Table 4 revealed that non-payment of similar allowances payable to other academic staff in the university mean score (2.28); Lack of employee recognition mean score (2.00); marginalisation of

librarians mean score (1.83); irregular payment of salary and wages mean score (2.10) were not major challenges facing leadership styles and job satisfaction of respondents in Ondo state university libraries. Therefore, with the mean score 2.10 falling below our acceptable decision rule mean score, it could be inferred that items in the variable were not some of the challenges facing library personnel job satisfaction as regards leadership style and staff motivation in university libraries in Ondo State.

Test of hypothesis

H1 There is no significant relationship between leadership styles and job satisfaction of university library personnel in Ondo State.

Table 5: Correlations matrix showing the relationships between job satisfaction and leadership styles of university library personnel in Ondo State

| Variables | X | S.D | Job Satisfaction | Leadership Styles |
|--------------------------|---------|----------|------------------|-------------------|
| Job Satisfaction | 58.3750 | 10.16984 | 1 | .350** |
| Leadership Styles | 56.7768 | 6.00707 | .350** | 1 |

** Correlation is significant at the 0.05 level

This hypothesis states that there is no significant relationship between leadership styles and job satisfaction of university library personnel in Ondo State. Table 4.7 presents the data on the Pearson correlation coefficient for leadership styles and job satisfaction of university library personnel in Ondo State. The Pearson correlation coefficient shows that ($r = .350$) is highly significant at ($p < 0.05$). It is therefore statistically observed that there is a positive significant relationship between university library personnel motivation and job satisfaction. The implication of this is that the null hypothesis (H_0) is hereby rejected.

Discussion of Findings

The findings from the study revealed job satisfaction of university library personnel in Ondo State. It was revealed that respondents were satisfied with their job duty, since their job schedule allows them to attend to other personnel and also revealed that library permit and support respondents to attend conference/seminar and also appreciate their creativity at work. Also, findings indicate that university libraries do recognize respondents' contribution to its success and they are promoted in due time and that respondents were satisfied with the criteria for promotion in the library and library work environment is very conducive with basic facilities. It was also revealed that respondents were satisfied with the channels of communication in their library. This finding is aligned with researchers who found that employees' job satisfaction in any organization is a function of numerous emotional responses emanating from the employee and directed toward his or her job (Sharma and Jain, 2013; Chuks-Ibe and Ozioko, 2014). Study also revealed the existence of several factors capable of influencing employees' level of job satisfaction. Among the identified factors financial reward, employee welfare, working conditions, leadership and social relationships and the job itself (Omolayo and Ajila, 2012). Job satisfaction is also described as a function of employee motivations. Employee motivation itself is derived from a combination of internal and external motivators. These motivating factors can include wages, work environment and leadership style among others. In another study, it was found that employee job satisfaction can be as a result of financial rewards, bonus and allowance, feeling of being recognized, responsibility, organisational reputation, job security and more (Nwaigwe, 2015).

Also, result from the study revealed that the leadership style adopted in the libraries studied seems to be autocratic the findings show that the management often do not trust library personnel to perform their duties without being closely supervised and monitored. The study also revealed

that respondents agreed that staff's work were checked on a regular basis to assess their progress, periodic meetings were always been held to show support for library policy and mission. The result further indicates that library personnel are aware of, and understand, all library policies and procedures. Also, policy changes were usually discussed with library personnel prior to taking action and information systems is timely and accurate and were fed directly to staff. It was also shown from the study that library leadership give subordinates complete freedom to solve problems on their own and in complex situations, library leadership allow subordinates to work problems out on their own, while emphasis is on importance of quality and staff are allowed to establish the control standards. Respondents were also given time and resources to pursue their own developmental objectives. The study also revealed that the leadership styles adopted by the leader determines whether the objectives of the library is to be achieved or not. This finding has been supported by the work of {Nwosu; Ugboegbu and Okeke 2013) who also submitted that the right leadership style encourages employees to perform to their maximum capabilities and help achieve the objectives of any organisation. Study further revealed challenges confronting library personnel job satisfaction as regards leadership styles in university libraries in Ondo State. Discriminatory practices in payment of allowances where library staff are often excluded from bonuses paid to other staff of similar ranks, lack of employee recognition, marginalisation of librarians by the university authority, irregular payment of salary and wages, lack of conducive work environment, vague job description, were not identifies as challenges affecting employees' job satisfaction. Hypothesis sought to know the significant relationship between leadership styles and job satisfaction of university library personnel in Ondo State. Pearson's Product Moment Correlation reveals that there is a significant relationship between leadership styles and job satisfaction of university library personnel in Ondo State.

Recommendations

The study sought to investigate leadership styles and job satisfaction of university library personnel in Ondo State. Based on the findings of this study that it was recommended that the university authorities should encourage library personnel to attend both local and international conferences, seminars, and workshops in order to equip them to effectively discharge their professional duties. University authorities should mete out equal treatment to every academic staff and none should be marginalized nor given higher priority over the others. In other words, no academic staff should be treated as a core staff over the others.

Also, any leadership style(s) adopted by library managers should reflect the overall organisational culture in the parent institution. This means that leaders are expected to be aware of the peculiarities of their operational environment as well as the nature and characters of their subordinates. Being mindful of all these will enable library managers to create a conducive and stimulating environment capable of motivating their subordinates to perform their tasks as efficiently as possible. In addition, managers must entrench a culture of recognizing and rewarding innovations, initiatives and dedication so as to encourage employees to do more.

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