

## **Perceived Relationship between Leadership Style and Non-Professional Library Staff Job Satisfaction in Ogun State Owned Universities, Nigeria**

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### **Abstract**

*Leadership styles are numerous and all are important for the efficient and effective management of all organisations. The perception of the subordinates about their superior has been identified as a factor for achieving overall performance and job satisfaction of staff. The study therefore investigates the perceived relationship between leadership style and non-professional library staff job satisfaction in Ogun State owned universities. Descriptive survey design was adopted and the study population consisted one hundred and nine (109) non-professional library staff. Total enumeration sampling technique was adopted for this study to ensure full participation of all non-professional library staff in both Universities. Questionnaire titled 'Leadership Style and Job Satisfaction Questionnaire (LSJSQ)' was the instrument used for data collection. The descriptive statistics of frequency count and simple percentage, mean and standard deviation were used for the research questions generated while inferential statistic of Pearson Product Moment Correlation was employed to analyse the data the null hypothesis was tested at 0.05 level of significance. The result shows that non-professional library staff had positive perception about leaders' qualities on commitment and dedication; innovation and creativity; and motivation and encouragement of professional development; democratic and transformational leadership styles dominate in the selected libraries; the level of job satisfaction among non-professional library staff is low. Pay amount and fairness or equity of salary; freedom to use one's judgement; promotion opportunities; fairness of promotion and nature of work-enjoyment of the actual tasks; co-workers perceived competence and pleasantness of my colleagues me job satisfaction constitute the major factors that enhance job satisfaction among non-professional library staff. The study reveals a significant relationship between leadership style and job satisfaction of non-professional library staff in Ogun State owned Universities. The study recommends the need for leaders in libraries to hold their subordinate in high esteem as they constitute an integral part of the operation of library and as such be treated as co-human beings. Para-professional staff should be encouraged to participate actively in library operations in order to give them sense of belonging and in returns improve the quality of service delivery.*

**Keywords:** Perception; Leadership; Job Satisfaction; Library; Non-professional; University.

### **Introduction**

Every organisation or institution is established with laid down objectives which are expected to be attained and human beings are pivotal to the achievement of these set objectives. It can therefore be asserted that humans are highly instrumental in any organization (Shafie, Baghersalimi and Barghi, 2013) cited in Segun-Adeniran & Chidi (2015). Libraries as the heart of academic community is saddled with the responsibilities of acquiring, processing, and dissemination of information resources of varying degrees to the members of the academic community and as such need to possess a high degree of effectiveness and efficiency in the process of carrying out their services which centres on meeting the diverse information needs of library users. It is as a result of the expected level of effectiveness and efficiency that the issue of leadership in libraries cannot be handled with levity. There are essentially two types of personnel in an academic library: professional librarians and non-professional library staff. The non-professional library staff are personnel without any certification in Library and Information Science discipline but possess certain skills needed in the day-to-day activities of library where they may contribute very specialized expertise in some specific field.

The success and the survival of any organization are determined by the way the workers are coordinated and treated by their superior. Leadership has been described as a process of influencing group activity towards achievement. It is the behaviour of an individual when he is directing and guiding the activities of the group towards a common goal (Igbo, 2002) His success or failure in attaining the goals of the

organisation depends largely on his ability to effectively organise and manipulate the human and material resources available to him. Clark (2000) perceived leadership style as the manner and approach of providing direction, implementing plans and motivating people.

Adegbesan (2013) opined that leadership style is concerned with the initiation, organization and direction of the actions of the members of a group in a specific situation towards achieving the objectives of the group. It is the ability to get work done with the group, while at the same time, winning the confidence, loyalty, respect and willing cooperation of the entire group. It is a process whereby an individual influence a group of individuals to achieve common goals (Northouse, 2007). Through leadership, teams are built and right decisions that ultimately affect the growth of the library are made. So, decisions of leadership permeate every facet of an organization and hence its importance (Chukwuma & Idris, 2009)

Job satisfaction is defined as employee's affective response to his job environment. It seems eminently logical that a happy employee is a better employee. Job satisfaction of the librarian is naturally dependent on the economically, social and cultural conditions in a given country (Tella, Ayeni & Popoola, 2007). Job satisfaction may be influenced by many factors such as: the working conditions, work itself, supervision, policy and administration, advancement, compensation, interpersonal relationships, recognition and empowerment (Castillo & Cano, 2004). Weiss (2002) on his own part argues that job satisfaction is an attitude, but points out that it should be clearly distinguished, the objects or cognitive evaluation which affects emotion, behaviours and beliefs. The relationship between a worker and his job can be described in terms of the meaning, which the work holds for the persons. A person who engages on a particular job has certain values for the job; such values are strongly related to the basic needs of the individual.

Job satisfaction is a vital issue in any establishment, be it an institution or corporate organization. In fact, anywhere work is done, the issue of satisfaction and level of performance or productivity can never be over emphasized; this explains the rationale behind job appraisal, evaluation, job redefinition and restructuring; because every establishment including the library faces the need for maximum performance, need to enhance staff satisfaction, and need to reduce loose and maximize profit. The achievements of these needs are vital for the sound and successful operation of the establishment. Societal progress will not be fully attained unless productivity is high and workers are satisfied. Ezema (2003) posits that the following can constitute sources of job satisfaction for a librarian: good wages, supervisory responsibility, a good working condition, challenging job, cordial relationship in the work place and interesting work. The absence of these conditions might manifest in a decline in the physical and mental health of the worker, absenteeism, and apathetic attitude.

The reasons why people spend so many years on a particular job even till retirement could be traced to the issue of job satisfaction. Besides, not all jobs have high salaries, high prestige or pleasant working conditions. Some have long hours at work, dangerous environment and a high stress. However, some people are just willing to endure these negatives and still hold onto their jobs. Fajana (2002) has suggested the following: supervision or leadership, job design, working condition, social relationships, perceived long range opportunities elsewhere, level of aspiration and need achievement as relevant motivational packages that can aid employee satisfaction. A lot of hindrances can however prevent effective job satisfaction. Adenike (2011) noted that effective job satisfaction can be hindered among academic staff through the following: unchallenging jobs, work over load, due to shortage of staff, lack of feedback on performance, lack of recognition for work done, lack of contingent rewards, lack of work tools, poor communication between managers and subordinates and lack of staff development required for skills to provide quality service. Bamigboye, Buraimo and Ajani, (2008) revealed that the most notable predictors of job dissatisfaction amongst library staff include lack of appropriate reward for the expanded new roles, lack of recognition, lack of status, social security and social facilities, promotion, wages, social services and physical working conditions.

Bass (1997) divided leadership style into transformational leadership and transactional leadership. Transformational leadership has the characteristics of individual influence, spiritual encouragement and intellectual stimulation. They often take individual into consideration, establish vision and aim inside, create open culture, trust the staff to reach their goals and give full play for staff's potential. Transactional leadership is focused on staff's basic and external demand, the relationship between leaders and subordinates is based on the contract. They tend to attain organizational goal by specific job roles and mission design, their basic purpose is to maintain a stable organization.

Transformational leadership style concentrates on the development of followers as well as their needs. Managers with transformational leadership style concentrate on the growth and development of value system of employees, their inspirational level and moralities with the preamble of their abilities (Ismail, Halim, Munna, Abdullah, Shminan & Muda, 2009). According to Bass (1997) the aim of transformational leadership would be to transform people and organizations inside a literal sense - to alter them in the mind and heart enlarge vision, insight and understanding clarify reasons make behaviour congruent with values, concepts and brings about changes which are permanent, self-perpetuating and momentum building. Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria (Trottier, Van & Wang, 2008). The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance (Scott, 2003).

Janse (2018) posited that authoritarian leadership is a now outdated form of management that, especially in recent decades, is sure to create a lot of resistance among employees. The word authoritarian comes from the Greek language and derives from the word autocratic. 'Auto' means self and 'cratic' means rules. Autocratic leadership is a leadership style in which, without accepting participation, the authoritarian leader makes all the decisions themselves and delegates the tasks. This leader will check and punish their employees more severely and quickly. When the results are disappointing, or when the leader expects this to happen, the authoritarian leader will use his power to threaten sanctions such as dismissal so that undesirable behaviour can be prevented (Janse 2018). The authoritarian leader prefers to focus on results and tasks rather than on the employees who make the results possible. This supreme ruler assumes that employees have little ambition, prefer to avoid responsibility and only strive for individualist goals. This way of thinking ensures that the leader tolerates little feedback, does not enter into discussions and always maintains control (Janse 2018). This leadership style is therefore often assessed as unpleasant, dominant and insensitive. The anti-social skills possessed by the authoritarian leader often lead to resistance among employees because they feel subordinate. The feedback this leader gives to their employees is often negative, not very constructive and is sometimes accompanied by overt anger (Janse 2018).

Charismatic leadership is a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles (Bell, 2013). Often called a transformational leadership style, charismatic leaders inspire eagerness in their teams and are energetic in motivating employees to move forward. The ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement. The negative side of charismatic leadership is the amount of confidence placed in the leader rather than in employees. This can create the risk of a project or even in an entire organization collapsing if the leader leaves. Additionally, a charismatic leader may come to believe that s/he can do no wrong, even when others are warning him or her about the path s/he is on; feelings of invincibility can ruin a team or an organization (Amanchukwu, Stanley & Ololube 2015).

Supportive Leadership show concern for the needs of the employees, leader is friendly and approachable. [Supportive Leadership](#) would be more suitable for highly structured tasks, under bureaucratic and formal authority relationship. In [supportive Leadership](#), leader support to their subordinates officially and some time personally also. Leader always try to fulfill their requirements, it boost employees' moral also.

Achievement oriented [leadership encourage employees](#) to perform at their highest level by setting challenging goals, emphasizing excellence and demonstrating confidence in employees abilities. [Achievement Oriented Leadership](#) is largely suitable for unstructured tasks, where the subordinate need for achievement is high. [Directive Leadership](#) provides guidance about what should be done and how to do it, scheduling work, and maintaining standards of performance. Thus, it may be inferred that directive [leadership](#) is effective as the subordinates has an external locus of Control, lacks experience, has a high need for clarity or a low need of achievement. Also, when the task is unstructured, or there is conflict between work groups, a more directive style would be useful.

Participative Leadership is also known as democratic leadership style, [participative leadership](#) consults employees and seriously considers their ideas when making decisions. When a company makes changes within the organization, the participative leadership style helps employees accept changes easily because they had given a big role in the process. [Participative Leadership](#) may be required for tasks that are non routine or unstructured, where relationships are non-authoritarian and the subordinate's locus of control is internal. Bureaucratic leaders follow rules rigorously, and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (Shaefer, 2005). The drawback of this type of leadership is that it is ineffective in teams and organizations that rely on flexibility, creativity, or innovation (Santrock, 2007).

Ogun State is the only state in Nigeria to have two state universities and it has the most universities in Nigeria. Tai Solarin university of Education is a state university located in Ijebu-ode, Ogun State, South West Nigeria. The university was founded in 2005 and is the second state university approved in Ogun State. Tai Solarin University of Education is a state university located in Ijebu-ode, Ogun State South West Nigeria. It is the Premier University of Education. Olabisi Onabanjo University is a state university located in Ago-Iwoye, Ogun state south western Nigeria. Ogun state is the only state in Nigeria to have two state funded institutions. The university was founded in 1982. Olabisi Onabanjo University has no religious affiliation and so admits students irrespective of their religious and cultural background.

### **Statement of the Problem**

It has been noticed in libraries especially academic libraries that preference is often given to academic librarians more than other non-librarian staff in the library. Besides, every staff in the library renders services for the attainment of goals and objectives of the institution and as such every individual is important in ensuring efficient service delivery. The study therefore sought to investigate the perception of non-professional library staff on leadership style and job satisfaction in Ogun State owned Universities.

### **Purpose of the Study**

The main purpose of this study was to investigate the perceived relationship between leadership style and non-professional library staff job satisfaction in Ogun State owned Universities.

### **Objectives of the Study**

The specific objectives were to:

- i. examine the qualities of leadership perceived by the non-professional library staff in Ogun State owned Universities
- ii. investigate the leadership style that is dominant in among Librarians in Ogun State owned Universities library
- iii. examine the level of job satisfaction among non-professional library staff in Ogun State owned Universities.
- iv. find out the factors influencing job satisfaction among non-professional library staff in Ogun State owned Universities?

- v. investigate the relationship between perceived leadership style and job satisfaction of non-professional library staff.

### **Research Questions**

The following research questions guided this study

1. What are the qualities of leadership perceived by the non-professional library staff in Ogun State owned Universities?
2. What style of leadership is dominant in Ogun State owned Universities library?
3. What is the level of job satisfaction among non-professional library staff in Ogun State owned Universities?
4. What are the factors influencing job satisfaction among non-professional library staff in Ogun State owned Universities?

### **Hypothesis**

H<sub>01</sub>: There is no significant relationship between perceived leadership style and job satisfaction of non-professional library staff.

### **Methods**

This study employed survey research design method. The population of this study comprises the non-professional librarian in Ogun State Owned Universities. The total population of the non-professional library staff in both Universities were one hundred and nine (109). Total enumeration sampling technique was adopted for this study. This technique is useful because it is not too large for the budget of the researcher and it will also afford the researcher to collect data from all the elements in the population and thereby ensure full participation of all non-professional library staff in both Universities.

The instrument used in collecting data for this study was a self-constructed questionnaire tagged ‘leadership Style and Job Satisfaction Questionnaire’ (LSJSQ). The questionnaire was used to elicit responses from the visually impaired students of the secondary schools included in the study. The instrument is divided into four sections A, B, C and D. Section A elicits information on the Qualities of Leadership as perceived by the non-professional library staff and contain 10-item questions. Section B deals with style of leadership dominant in selected libraries with 20-item questions. Section C elicits information on level of job satisfaction among non-professional library staff with rating scale of satisfied, very satisfied and dissatisfied respectively. Section B deals with factors enhancing job satisfaction among non-professional library staff with 13-item questions. The statement in the scale are rated on four-point Likert Scale: Agree (4); Strongly Agree (3); Disagree (2) Strongly Disagree (1). The pre-testing of the instruments for reliability was done using 30 respondents who are visually impaired students from Kenneth Dike Library, University of Ibadan which is not part of the study. A reliability coefficient of 0.65; 0.72; 0.85 and 0.67 was recorded for each section of the instrument respectively. Data gathered from the research instruments were analyzed using appropriate statistical tools such as frequency counts, percentages, mean, standard deviation for testing research questions while Pearson Product Moment correlation was used to test hypothesis at 0.05 level of significance.

### **Results**

Research Question 1: What are the qualities of leadership perceived by the non-professional library staff in Ogun State owned Universities?

**Table 1: Perceived Qualities of Leadership as perceived by the non-professional library staff**

<b>Perceived Qualities of Leadership</b>	<b>Mean</b>	<b>Std. dev</b>
My leaders are committed and dedicated	2.44	0.86
My leaders are innovative and creative	2.01	0.61

My leaders motivate and encourage professional development of library personnel	1.99	0.79
My leaders are able to identify emerging trends and change library's culture accordingly	1.98	0.77
My leaders build shared vision	1.92	0.77
My leaders value people as precious asset of the organisation	1.80	0.62
My leaders appreciate staff strength	1.79	0.61
My leaders are caring for colleagues and subordinates	1.74	0.59
My leaders show reasonably risk-taking skills	1.72	0.58
My leaders tolerate criticism and/ or fair feedback	1.68	0.62

Results in Table 1 show the perceived qualities of leadership by the non-professional library staff. The results indicates that non-professional library staff had positive perception about leaders' qualities on commitment and dedication ( $\bar{x} = 2.44; SD = 0.866$ ); innovation and creativity ( $\bar{x} = 2.01; SD = 0.61$ ) and motivation and encouragement of professional development ( $\bar{x} = 1.99; SD = 0.79$ ). However, the perceptions of non-professional library staff on their leaders' qualities tend to be low as regards to: ability to identify emerging trends and change library's culture accordingly ( $\bar{x} = 1.98; SD = 0.77$ ); building shared vision ( $\bar{x} = 1.92; SD = 0.77$ ); valuing people as precious asset of the organisation ( $\bar{x} = 1.80; SD = 0.62$ ); appreciating staff strength ( $\bar{x} = 1.79; SD = 0.61$ ); caring for colleagues and subordinates ( $\bar{x} = 1.74; SD = 0.59$ ); showing reasonably risk-taking skills ( $\bar{x} = 1.72; SD = 0.58$ ) and tolerating criticism and/ or fair feedback ( $\bar{x} = 1.68; SD = 0.62$ ).

**Research Question 2: What style of leadership is dominant in Ogun State owned Universities library?**

**Table 2: Style of Leadership Dominant in selected Libraries in Ogun State**

S/N	Style of leadership	Mean	Std. dev
1	I am always encouraged to contribute suggestions to the running of the library	2.66	0.92
2	My leaders provide the kind of leadership that stimulates cooperative and enthusiasm in the library	2.62	0.89
3	My leaders do a good job of sharing responsibility in achieving the library goal	2.61	0.87
4	My leaders do an excellent job of stimulating and nurturing a co-operative work environment in the library	2.35	0.76
5	My leaders place a great deal of confidence in me and my co-workers in the library	2.25	0.89
6	My leaders are skilled at creating an atmosphere of trust and openness in the library	2.23	0.76
7	My leaders are sensitive to the needs, views and wishes of subordinates	2.18	0.69
8	My leaders do a good job of supporting and encouraging subordinates' work agenda in the library	2.17	0.79
9	My leaders attempt to impose their ideological perspectives on/to subordinates in the library	2.12	0.84
10	My leaders are very informed about problems faced by subordinates in the library	2.12	0.76
11	My leaders are vindictive towards those who might disagree with his or her views in the library	2.03	0.73
12	My leaders are more interested in issuing queries for every misconduct in the library	2.00	0.71
13	There is freedom to use my initiative, criticise and involve myself in finding solutions to the library problems with my leaders	2.00	0.73
14	My leaders rely heavily on collaborative model of decision making about the work unit of the library	1.99	0.69
15	My leaders appear eager to solicit and use subordinates' views and suggestions in the library	1.97	0.76
16	I am always encouraged to contribute suggestions to the running of the library	1.95	0.67

17	Each time I meet and discuss with my leaders, they make me look inferior	1.94	0.79
18	My leaders are not always helpful in solving individual personal problem	1.90	0.71
19	My leaders use threats, fears or punishment to extract compliance with directives in the library	1.80	0.64
20	My leaders consider themselves always wise and right	1.72	0.59

Results in Table 2 show the style of leadership dominant in Ogun State owned Universities library. The items in (1-4) show that the non-professional library staff were encouraged to contribute suggestions to the running of the library( $\bar{x} = 2.66; SD = 0.92$ ); leaders provide the kind of leadership that stimulates cooperative and enthusiasm( $\bar{x} = 2.62; SD = 0.89$ ); leaders do a good job of sharing responsibility in achieving the library goal ( $\bar{x} = 2.61; SD = 0.87$ ) and leaders do an excellent job of stimulating and nurturing a co-operative work environment in the library( $\bar{x} = 2.35; SD = 0.76$ ). These parameters show that democratic and transformational leadership styles dominate in the selected libraries.

Other leadership styles not dominating in libraries surveyed include laissez-faire, autocratic and transactional as indicated in the respondents' responses are: leaders place a great deal of confidence in me and my co-workers in the library( $\bar{x} = 2.25; SD = 0.89$ ); leaders appear eager to solicit and use subordinates' views and suggestions in the library( $\bar{x} = 1.97; SD = 0.76$ ); always encouraged to contribute suggestions to the running of the library ( $\bar{x} = 1.95; SD = 0.67$ ); leaders attempt to impose their ideological perspectives on/to subordinates in the library ( $\bar{x} = 2.12; SD = 0.84$ ); leaders are vindictive towards those who might disagree with his or her views in the library ( $\bar{x} = 2.03; SD = 0.73$ ); leaders are more interested in issuing queries for every misconduct in the library ( $\bar{x} = 2.00; SD = 0.71$ ); each time I meet and discuss with my leaders, they make me look inferior ( $\bar{x} = 1.94; SD = 0.79$ ); leaders consider themselves always wise and right ( $\bar{x} = 1.72; SD = 0.59$ ); leaders are not always helpful in solving individual personal problem ( $\bar{x} = 1.90; SD = 0.71$ ) and that leaders use threats, fears or punishment to extract compliance with directives in the library ( $\bar{x} = 1.80; SD = 0.64$ ).

**RESEARCH QUESTION 3:** What is the level of job satisfaction among non-professional library staff in Ogun State owned Universities?

**Table 3: Level of job satisfaction among non-professional library staff**

Level of job satisfaction	Frequency	Percent
Satisfied	8	7.7
Very satisfied	21	20.2
Dissatisfied	75	72.1
Total	104	100

Table 3 shows the level of job satisfaction among non-professional library staff. The result shows that 8(7.7%) of non-professional library staff were satisfied with their job; 21(20.2%) were very satisfied while 75(72.1%) were dissatisfied with the library practices. The implication of this result is that the level of job satisfaction among non-professional library staff is low, hence, they are dissatisfied.

**Research Question 4: What are the factors that enhance job satisfaction among non-professional library staff?**

**Table 4: Factors enhancing job satisfaction among non-professional library staff**

Factors enhancing job satisfaction	Mean	Std. dev
Pay amount and fairness or equity of salary gives me job satisfaction	2.25	1.04
The freedom to use my use my own judgement gives me job satisfaction	2.09	0.88
Promotion opportunities and fairness of promotion gives me job satisfaction	2.08	0.85

Nature of work-enjoyment of the actual tasks themselves gives me job satisfaction	2.08	0.75
Co-workers perceived competence and pleasantness of my colleagues me job satisfaction	2.06	0.74
Benefits - insurance, vacation, and other fringe benefits me job satisfaction	2.05	0.85
Communication sharing of information within the library (verbally or in writing) me job satisfaction	2.04	0.68
The way library policies are put into practice gives me joy me job satisfaction	2.03	0.82
Supervision, fairness and competence at managerial tasks by my supervisors gives me job satisfaction	2.00	0.67
The way co-workers get doing with each other gives me job satisfaction	1.99	0.76
A contingent reward, sense of respect, recognition and appreciation gives me job satisfaction	1.92	0.76
The praise I get for doing a good job gives me job satisfaction	1.87	0.77
The feeling of accomplishment I get from the job satisfaction	1.84	0.69

Results in Table 4 indicate factors that enhance job satisfaction among non-professional library staff. The results show that, pay amount and fairness or equity of salary ( $\bar{x} = 2.06; SD = 1.04$ ); freedom to use one's judgement ( $\bar{x} = 2.09; SD = 0.88$ ); promotion opportunities; fairness of promotion ( $\bar{x} = 2.08; SD = 0.85$ ) and nature of work-enjoyment of the actual tasks ( $\bar{x} = 2.08; SD = 0.75$ ); co-workers perceived competence and pleasantness of my colleagues me job satisfaction ( $\bar{x} = 2.06; SD = 0.74$ ); constitute the major factors that enhance job satisfaction among non-professional library staff.

Other factors that enhance job satisfaction among non-professional library staff but with moderate effect include: benefits - insurance, vacation, and other fringe benefits me job satisfaction ( $\bar{x} = 2.05; SD = 0.85$ ); communication sharing of information within the library (verbally or in writing) me job satisfaction ( $\bar{x} = 2.04; SD = 0.68$ ); the way library policies are put into practice gives me joy me job satisfaction ( $\bar{x} = 2.03; SD = 0.82$ ); supervision, fairness and competence at managerial tasks by my supervisors gives me job satisfaction ( $\bar{x} = 2.00; SD = 0.67$ ); the way co-workers get doing with each other gives me job satisfaction ( $\bar{x} = 1.99; SD = 0.76$ ); a contingent reward, sense of respect, recognition and appreciation gives me job satisfaction ( $\bar{x} = 1.92; SD = 0.76$ ); the praise I get for doing a good job gives me job satisfaction ( $\bar{x} = 1.87; SD = 0.77$ ) and the feeling of accomplishment I get from the job satisfaction ( $\bar{x} = 1.84; SD = 0.69$ ).

### Testing of Hypothesis

H<sub>01</sub>: There is no significant relationship between leadership style and job satisfaction of non-professional library staff in Ogun State owned Universities?

**Table 5: Relationship between Leadership style and job satisfactions of non-professional library staff**

Variable	N	Mean	SD	Df	Observed(r)	Tabulated(r)	Remark
Leadership style	104	2.12	0.76	102	0.241	0.187	Sig.
Job satisfaction	104	2.03	0.81				

Results in Table 5 show that the observed  $r = .241$  and the tabulated  $r = .187$  at 0.05 level of significance. The observed  $r$  - value is greater than the tabulated  $r$  -value. Therefore, the null hypothesis, which state that, there is no significant relationship between leadership style and job satisfaction of non-professional library staff is rejected. Hence, there is significant relationship between leadership style and job satisfaction of non-professional library staff in Ogun State owned Universities.

### **Discussion of Findings**

The result of research question 1 shows that non-professional library staff had positive perception about leaders' qualities on commitment and dedication; innovation and creativity; and motivation and encouragement of professional development. The result of research question two shows democratic and transformational leadership styles dominate in the selected libraries. This finding is in consonance with Cherry (2015) who confirmed that this form of leadership style usually brings about higher level of productivity simply because the employee participation level in decision making processes is considerably high. Cherry (2015) cited in Segun-Adeniran & Chidi (2015) also asserted that these kind of leadership styles clearly outlines goals and objectives to be achieved and positively drives subordinates to its achievement. The result of research question three reveals that the level of job satisfaction among non-professional library staff is low. This result correlates with the finding of Thapisa (1989) who found out that the gap between library assistants and 'professional' staff is huge and totally unjust.

The result of research question four shows that, pay amount and fairness or equity of salary; freedom to use one's judgement; promotion opportunities; fairness of promotion and nature of work-enjoyment of the actual tasks; co-workers perceived competence and pleasantness of my colleagues me job satisfaction constitute the major factors that enhance job satisfaction among non-professional library staff. This finding is in line with Mallaiah (2008) who found that the conducive and congenial physical, social and psychological conditions present in the workplace have potential to enhance the job satisfaction of library professionals. Equally, Fajana (2002) who submitted that job satisfaction is influenced by the general job attitudes of employees such as attitude toward work group, general working conditions, attitudes toward the organization, monetary benefits and attitude toward supervision. In contrast, Lim (2008) mentioned that salary, a sense of belonging, belief in the importance of belonging, a feeling of acceptance, job autonomy, and promotion due to technical expertise were positively related to job satisfaction.

The result of hypothesis reveals a significant relationship between leadership style and job satisfaction of non-professional library staff in Ogun State owned Universities. This finding is in tandem with Root (2015) cited in Segun-Adeniran & Chidi (2015) opined that 'the way in which a leader makes decisions, delegates responsibility and interacts with subordinates could either affect the organisation positively or negatively'. Equally, Segun-Adeniran & Chidi (2015) opined that the appropriate leadership style must be practiced by leaders in the university libraries in order to achieve productivity. It is also important to note that a combination of styles could be used depending on the subordinate or subordinates in question and the situation at hand.

### **Conclusions**

Subordinate in every organisation are mostly confronted with wide range of dissatisfaction in their day-to-day activities with their superior. Library as an integral part of academic institution also house both professionals and non-professionals. It should be noted that not all non-professional library staff have intention of becoming a full-fledged librarian, it is therefore expedient for head of libraries to carry them along in decision-making process and treat them humanely as such practices could motivate them into developing passion for the prestigious profession: Librarianship. An overlap of tasks between professionals and paraprofessionals resulted in a feeling that paraprofessionals were doing essentially the same work for less compensation and respect within the library an artificially wide distinction is made between 'academic' and 'non-academic' staff which is reflected neither in personal qualifications nor in the demands of the job.

The perception of non-professional library staff concerning the qualities of leadership styles of their superior was high and actually has real impact on the job satisfaction of non-professional librarians. The implication is that, the perception of the subordinate about their superior goes a long way in ensuring their job satisfaction in any library settings. Hence, leaders in libraries should treat their subordinates with courtesy and regards bearing in mind that the subordinates also are professionals in their areas of specialisation and as such they must be treated as such.

Apart from the perception of the of the para-professionals about their superior, the result revealed that the major factors that enhance job satisfaction among non-professional library staff were pay amount and fairness or equity of salary; freedom to use one's judgement; promotion opportunities; fairness of promotion and nature of work-enjoyment of the actual tasks co-workers. These factors should be held in high esteem by the management of libraries when planning in order to influence the commitment of their staff and thereby boost the organisational productivity in returns.

### **Recommendations**

Consequent upon the findings of this study, the following recommendations were made:

- i. It is expedient for leaders in libraries to hold their subordinate in high esteem as they constitute an integral part of the operation of library and as such be treated as co-human beings. Equally, non-professional library staff are skilled individuals in their areas of specialization aside library operations and their knowledge are also needed for the smooth administration of the library.
- ii. Librarians in academic libraries should be acquainted with varying degrees of leadership styles needed in the administration of libraries especially in the 21<sup>st</sup> Century. All types of leadership styles are important and relevant in the management of human resource but the situation on ground would determine the most suitable styles to be adopted by the superior.
- iii. Para-professional staff should be encouraged to participate actively in library operations in order to give them sense of belonging and in returns improve the quality of service delivery.
- iv. The Library Management should recognise the efforts of every staff irrespective of their designation in the process of carrying out their responsibilities. Even though staff are paid to carryout routine activities in the library, however, recognition of outstanding efforts boosts the morale of staff and gears them towards greater feats.

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