

Job Satisfaction and Leadership Effectiveness of Librarians in Universities in South-West Nigeria

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ABSTRACT

This study investigates job satisfaction and leadership effectiveness of librarians in Universities in South-west Nigeria with the aid of survey research approach. Questionnaire was used to elicit information from 233 Academic Librarians, out of which 188 (80.7%) copies of the questionnaire were duly completed and returned. The data collected were analyzed using frequency count, percentage and analysis of variance (ANOVA) tested at 0.05 level of significance with the aid of SPSS Version 21. The findings revealed that there was low leadership effectiveness on job satisfaction of librarians in the university libraries in South-west, Nigeria (Df= 186, N= 188, $r = -.153$, $P < 0.05$). Job duties, salary, working conditions, opportunity to pursue research etc, seems not to be favourable at all. This inadequacy is reflected in the leadership ineffectiveness of the librarians as their performance only seems to be fair. The study also established that there is no significant relationship between librarian's job performance and leadership effectiveness of the librarians in the universities in South-west, Nigeria. The null hypothesis was therefore accepted. To alleviate the incidence of low leadership effectiveness on job satisfaction of librarians in the university libraries, the study recommended improvement in the levels of adequate support by the management to the librarians, adequate funding from government, organised training programmes in order to acquire needed skills.

Key words: Job satisfaction, leadership effectiveness, academic librarians, Nigerian universities, South-West Nigeria.

Introduction

The major objectives of academic libraries in Nigerian universities today to their parent institution is to support teaching, learning, research and community services delivery geared towards providing information for social, political and economic development of the country. This claim was supported by Popoola and Haliso (2009), they defined information resources as those information bearing materials that are in both print and electronic formats such as textbooks, journals, indexes, abstracts, newspapers and magazines, reports, CD-ROM databases, Internet/E-mail, videotapes/cassettes, diskettes, magnetic disk, computers, microforms, etc. These information materials are the raw materials that libraries acquire, catalogue, process and disseminate to patrons who use them for various needs. The librarians

as well utilize these information resources to provide various other services. Librarians in the universities are charge with the functional duty of providing information services for users in the library, they also uses these information resources to pursue their research and academic work. Librarians therefore play a pivotal role towards ensuring provision of adequate information needs. They guide students and faculty at the reference desk, instructing library research sessions, and developing library collection. It is a truism to say that librarians in all sectors of an academic library wear many different hats and provide numerous services to patrons (Alsop and Gibson, 2007).

The extent to which librarians play a pivotal role towards ensuring provision of adequate information needs to library users as part of their job description to supports universities therefore largely depends on the level of job satisfaction. The level of job satisfaction of the librarians largely depends upon much management related issues; Gowda quoted Bullock who defined job satisfaction as: an attitude which results from a balancing and summarization of many specific likes and dislikes experienced in connection with job. This attitude maintains itself in evaluation of the job and of the employing organization. Job satisfaction is rather an evaluation of one's job and employing company as contributing suitably to the attainment of one's personal objective.

Gowda (2009) defined job satisfaction as a function of the perceived characteristics of a job in relation to an individual commitment to work. The particular job conditions can be satisfier, dissatisfied or irrelevant, depending on the conditions in comparable jobs. In a narrow sense, these attitudes are related to the job and many specific factors like wages supervision, social relation on the job, besides worker's age, family, social factors, etc. people differ markedly in the degree of job satisfaction owing to the difference in features of the job and the differences in themselves. Job satisfaction and dissatisfaction are functions of perceived relationship between derivation and perception of job functions. The experience produced by the discrepancy between derivation and expectation may be an indicator of satisfaction or dissatisfaction from job. Thus, job satisfaction is not an absolute phenomenon but is relative to the alternatives available to the individual. In the present study, the term job satisfaction is used to represent this absolute phenomenon among librarians. Job satisfaction is an attitude, more rapidly formed and a transitory that are largely associated with specific and tangible aspects of the work environment (Porter, Steers and Mowday, 1974)

Gedney (1999) defined effective leader as someone who motivates a person or a group to accomplish more than they would have otherwise accomplished without that leader's involvement. He also suggested that there are certain basic qualities or characteristics that most people associate with leadership. Some of these include self-reliant, independent, assertive, risk taker, dominant, ambitions and self-sufficient. Hollander and Julian (1969) opined that leadership involves the presence of a particular influence relationship between two or more persons. Effective leadership is defined as transforming followers creating vision of the goals that may be attained, and articulating for the followers, the ways to attain those goals" (Bass, 1985; Tichy and Devanna, 1986). Effective leadership as defined by Campbell (1991) is actions that focus resources to create desirable opportunities. Staninger (2011), on the other hand, stresses that:

Most research and commentary about administration and management, particularly in scholarship devoted to libraries and librarianship, focuses on defining and celebrating the elements that constitute effective leadership. Articles, books, and websites abound extolling the praises of best practices such as open communication, staff development, and ethical leadership, as well as statements of strategy, focus, and vision.

A discussion of ineffective leadership should not lead one to believe that ineffective leaders cannot be changed. Indeed, defining the problem is the first step towards change. Every library employee has a certain amount of institutional power that can be focused and used in a positive and proactive manner to influence changes that will improve the library power, the ability to influence events and institutions to move them in the direction you think they should go, is something that anyone can exercise. Beacon (2012) identifies five sources of power that everyone has by virtue of their position and participation in their organization. These five types of power are role, resources, information, network, and reputation. He further identifies power that stems from one's personal attributes: knowledge, expressiveness, attraction, character, and history.

As is true for any organization, effective leadership is crucial for success. In the library profession, one may encounter various problem caused by the lack of leadership qualities possessed by librarians in managerial leadership positions. For examples, one obvious problem is micromanagement. Indications of micromanagement include: wanting to be in control of everything, not giving employees sufficient authority and control over their job responsibilities and interfering or imposing too many restrictions on what subordinates are allowed to do.

Statement of the Problem

It has been reviewed from the literature that there is low leadership effectiveness among library personnel's in universities in south-west. This is due largely to several complaints among library personnel particularly library officers and supporting staff about their kind of treatment mated out to them. In addition, the non professional librarians i.e. library officers and operational staff such as clerical staff, typist, messenger, and security staff have dissatisfied with their jobs due to poor motivational strategies such as irregular promotion, inadequate working materials, poor remuneration, poor staff training etc, which also applied to the professional librarians. Meanwhile, the maintenance of higher job satisfaction affects the growth and performance of the librarians as well as their effectiveness.

Objectives of the Study

The broad objective of the study is to investigate job satisfaction and leadership effectiveness of librarian in universities in South-west Nigeria. The specific objectives are to:

- find out the level of job satisfaction of Librarians in universities in south west Nigeria
- determine the level of leadership effectiveness of librarians in tertiary institution in southwest Nigeria; and
- find out if there is a significant relationship between Job satisfaction and leadership effectiveness of librarians in tertiary institution in southwest Nigeria.
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Research Questions

- The following research questions where drawn to guide the study
- What is the level of job satisfaction of Librarians in universities in southwest Nigeria?
- What is the level of leadership effectiveness of librarians in tertiary institution in southwest Nigeria?
- Is there any significant relationship between Job satisfaction and leadership effectiveness of librarians in tertiary institution in southwest Nigeria?

Hypothesis

The hypothesis formulated for the study is listed below. It is tested at 0.05 level of significance.

HO1. There is no significant relationship between librarian's job satisfaction and leadership effectiveness

Literature Review

The study of job satisfaction is a topic of wide interest to both people who work in organisations and people who study them (Parvin and Kabir, 2011). Job satisfaction has been closely related with many organisational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees' productivity. Job satisfaction is an influencing factor to leadership effectiveness in any organization both formal and informal. Librarians would be effective in doing their job when motivational strategies such as regular promotion, adequate information materials are acquired, pay, staff training, information availability and communication etc, are been given. In other hand, librarians in Nigerian universities cannot be well effective in carrying out their professional responsibilities and services to their clients/library users if the level of their job satisfaction is low. Past studies (Bellenger, Wilcox and Ingram, 1984; Coster, 1992; Strydom and Meyer (2002) have shown that there are various factors for job satisfaction. Such as job security, growth and development, promotion opportunities, working conditions, recognition of performance, financial rewards, position and status, decision making opportunity.

Parvin and Kabir (2011) further advocated that competent employees are essential to the success of any organisation. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category on a particular organisation (PZB, 1989). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component to satisfaction (Zeithaml and Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. Amos, Acquah, Antwi, and Adzifome (2015) conducted a study of professional librarian job satisfaction and found that creativity, flexibility, and recognition of librarians' skills and knowledge were sources of high satisfaction. Robbins (1998) described job satisfaction as an individual's general attitude towards the job. A person with a high level of job satisfaction holds positive attitudes towards the job.

Locke (1976) defined job satisfaction as employee's affective response to various aspects of the job situations. Supporting this claims, Bernard in Stoner, Freeman and Gilbert (1995) as cited in Tella, Ayen and Popoola (2007) advocated that in this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands. Tella, Ayeni and Popoola (2007) reported that job satisfaction of the librarian who has an important place in the information society will affect the quality of the service he renders. In this respect, the question of how the materials and moral element affect the job satisfaction of the librarians gains importance (Ebru, 1995).

According to Manzoor, Usman, Naseem and Shafiq (2011) effectiveness is the notion of how effectual an organization is in accomplishing the result the organisation aims to generate. It plays an important role in accelerating organisational development. It was reported in the literature that reward now cause satisfaction of the employee which directly influences performance of the employee such as pay, promotion, bonuses or other types of rewards to motivate and encourage high level performance of employees (Kallimullah, Yaghoubi and Moloudi, 2010; Reena, Jalilvand, Sharif, Salimi, and Khanzadeh, 2009). Rewards are management instruments that contribute to organisational effectiveness by influencing individual or group behaviour. Adeyinka, Ayeni, and Popoola (2007) advocated that to use salaries as a motivator is highly effective, managers must consider salary structures which should include important organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on.

However, according to Leheney (2008) it is the commitment to people that is curial to the organisation. That is what helps people excel and give their best to the workplace. He provides four simple but “powerful, practical, and time-tested practices” to become more people oriented. These are learn to listen, share information, recognize successes and mistakes, and understand, accept, and work with other people’s uniqueness. He concluded that today our most important resource is our people and the knowledge, skills, and talents they bring to bear on their work, leaders who are committed to their people have a better chance of having them show up to work enthusiastic, ready to give their best, and better able to work with others to tackle the inevitable problems and challenges in any work place. Supporting the above statements, Ammons-Stephens, Cole, Jenkins-Gibbs, Riehle and Weave (2009) opined that the success of libraries as organisations is determined by the actions of the individuals who work in those libraries, the success of those individuals in carrying out the missions of those libraries is in large measure a reflection of the type and quality of leadership. They further reported that successful library leaders demonstrate certain skills that are instrumental in the delivery or desired outcomes.

Research Methodology

The research design adopted for this study was survey research approach. This was selected as the most appropriate design to obtain accurate assessment of the characteristics of whole populations of people (Kerlinger, 2000). The respondents were Professional Librarians, Deputy Librarians and the University Librarians in leadership positions spread across private, state and federal universities in South-west, Nigeria. The study population was determined using 60% of the whole universities in South-west Nigeria. A total of 233 questionnaires were distributed, out of which 188 were returned. There were, however, some missing data points due to few unanswered questions by respondents. The research instrument was a standardized scale adopted from well known scholars and the reliability coefficient for the instruments was tested to be 0.84 using Cronbach-Alpha method.

Results and Discussion

Data were analysed as they related to the specific areas of the study using descriptive and inferential statistics such as frequency distributions, percentages and a one-way analysis of variance (ANOVA) statistical tool to test for the significant relationship between librarian’s job performance and leadership effectiveness.

Demographic Information of the Respondents

Table 4.1: Questionnaire response rate

S/N	Name of Universities	Sample	Return	(%)
1	University of Lagos, Akoka	20	13	6.9
2	Obafemi Awolowo University, Ile-Ife	23	15	8.0
3	University of Ibadan, Ibadan	33	33	17.6
4	Federal University of Agriculture, Abeokuta.	12	8	4.3
5	Ladoke Akintola University of Technology, Ogbomoso.	11	7	3.7
6	Covenant University, Otta	18	12	6.4
7	Ekiti State University, Ado-Ekiti	11	9	4.8
8	Lagos State University, Ojo, Lagos.	10	8	4.3
9	Osun State University, Oshogbo.	9	7	3.7
10	Olabisi Onabanjo University, Ago-Iwoye.	14	10	5.3
11	Adekunle Ajasin University, Akungba	8	7	3.7
12	Adeleke University, Ede	4	3	1.6
13	Tai Solarin Uni-of Education, Ijebu-Ode.	7	7	3.7
14	Ajayi Crowther University, Oyo, Ibadan.	6	5	2.7
15	Lead City University, Ibadan	8	7	3.7
16	Oduduwa University, Ipetumodu-Osun State.	3	3	1.6
17	National Open University of Nigeria, Lagos	11	11	5.9
18	Bowen University, Iwo	8	8	4.3
29	Fountain University, Oshogbo	4	4	1.6
20	Bells University of Technology, Otta	10	9	4.8
21	Crescent University, Ogun	3	3	1.6
	TOTAL	233	188	100.0

A total of 233 copies of the questionnaire were administered to respondents in the University libraries out of which 188 copies were duly completed and returned and were founded valid for analysis. This represents a total of 80.7% response rate as revealed in Table 4.1, which is a very good result.

4.2 Demographic characteristics of respondents

Table 4.2 Age distribution of respondents.

Age	Frequency	%
18-25 years	15	8.0
26-35 years	54	28.7
36-45 years	68	36.2
46-55 years	49	26.1
Above 56 years	2	1.1
Total	188	100.0

Table 4.2 above showed that out of the 188 respondents, majority 68(36.2%) were between 36 and 45 years of age, while 54 (28.7%) respondents were within 26-35 years of age. About 49 (26.1%) of the respondents were between the ages 46-55 years. While, just only 2 (1.1%) were above 56 years. The result indicated that majority of the librarians are matured in age.

Table 4.3 Gender distribution of the respondents.

Sex	Frequency	%
Male	89	47.3
Female	99	52.7
Total	188	100.0

Table 4.3 reveals that majority 99 (52.7%) of the respondents were female while the remaining 89 (47.3%) were male. These respondents cut across all the university libraries.

Table 4.4 Marital Status of the respondents

Marital status	Frequency	(%)
Single	36	19.1
Married	151	80.3
Separated	1	.5
Total	188	100.0

Table 4.4 revealed that majority of the respondents 151 (80.3%) were married, 36 (19.1%) of them were still single, the least of the respondents 1 (.5%) were separated.

Table4.5: Distribution of the respondents by highest educational qualification

Highest educational qualification	Frequency	(%)
Masters	153	81.4
PHD	35	18.6
Total	188	100.0

Table 4.5 Shows that the highest number of respondents 153 (81.4%) had master degree certificates. while, 35 (18.6%) were PhD holders

Table 4.6 Distribution of the respondents by Designation

Designation	Frequency	(%)
No response	15	8.0
Assistance Librarian	20	10.6
Librarian II	85	45.2
Higher library officer	9	4.8
System Librarian	7	3.7
Chief Librarian	44	23.4
Deputy librarian	1	.5
Circulation Librarian	1	.5
Assistance supervisors	1	.5
Law Librarian	2	1.1
Cataloguers	2	1.1
Typist	1	.5
Total	188	100.0

Table 4.6 Shows that the highest number of respondents, 85 (45.2%) were librarians II, 44(23.4%) were Chief Librarians, 20 (10.6%) were Assistance librarians, 15 (8.0%) of the respondents did not responds, 9 (4.8%) were higher library officer and 7(3.7%) are system librarian, 2 (1.1%) were laws librarians, 2(1.1%) were cataloguers, 1 (.5%) was a Deputy

librarian, 1(.5%) were circulation librarian, 1(.5%) was an Assistance Supervisor, while 1(.5%) were typist. The implication of this is that the majority of the librarians in the university libraries are majorly Assistance librarians and chief or senior librarians. They are people with Master Degree Certificates.

Table 4.7 distribution of the respondents by Department/section

Department\Section	Frequency	%
Cataloguing & classification	52	27.6
Serials department	9	4.8
Circulation Librarian	26	13.8
Faculty library	1	.5
Document librarian	1	.5
Reader services department	21	11.1
Reference librarian	20	10.6
Acquisition	38	20.2
Digitization	1	.5
System unit	8	4.2
Resources development	4	2.1
Law library	4	2.1
Virtual library	2	1.1
Head office library	1	.5
Total	188	100.0

Table 4.7 shows that majority 52 (27.6%) of the respondents were in cataloguing department, 38(20.2%) were acquisition librarians, 26 (13.8%) were in circulation department, 21 (11.1%) were in reader services department , 20 (10.6%) were in reference department, 8(3.7%) works in the system unit, 9 (4.8%) librarians are in the serials department, while, others 1(.5%) was in faculty library, 1(.5%) document section, 1(.5%) digitization section, 4(2.7%) resource development department, 4(2.1%) law library 2(1.1%) virtual library, while, 1(0.5%) was in head office section of the library respectively.

4.3 Analysis of research questions

There were three research questions formulated for this study in order to achieve the set objectives. Answers to these research questions are provided below:

4.3.1 Research question 1: What is the level of job satisfaction of librarians in university in southern of Nigeria?

Table 1. Level of job satisfactions of librarians

S\N	Job Satisfaction of Librarian	VS	S	N	D	VD	Mean	S.D
1	Fringe benefits	15 8.0%	55 29.3%	49 26.1%	55 29.3%	14 7.4%	2.99	1.10
2	Manner in which administration handles problems	13 6.9%	70 37.2%	49 26.1%	42 22.3%	14 7.4%	2.86	1.00
3	Opportunities for advancement/promotion	15 8.0%	83 44.1%	43 22.9%	35 18.6%	12 6.4%	2.71	1.06
4	Salary	16 8.5%	84 44.7%	40 21.3%	41 21.8%	7 3.7%	2.68	1.03
5	Opportunities for professional development	20 10.6%	95 50.5%	26 13.8%	37 19.7%	10 5.3%	2.59	1.06
6	Lines of communications	16	92	43	28	9	2.59	

		8.5%	48.9%	22.9%	14.9%	4.8%		
7	Working conditions	18 9.6%	97 51.6%	33 17.6%	29 15.4%	11 5.9%	2.56	1.05
8	Opportunities for collegial interaction with faculty in other departments	19 10.1%	94 50.0%	41 21.8%	23 12.2%	11 5.9%	2.54	1.08
9	Working environment	21 11.2%	98 52.1%	32 17.0%	25 13.3%	12 6.4%	2.52	1.01
10	Opportunities to pursue research	20 10.6%	93 49.5%	40 21.3%	27 14.4%	8 4.3%	2.52	1.08
11	Variety of occupational tasks	15 8.0%	100 53.2%	38 20.2%	33 17.6%	2 1.1%	2.51	.91
12	Work assignment and workload	13 6.9%	108 57.4%	34 18.1%	29 15.4%	4 2.1%	2.48	.91
13	Opportunities for collegial interaction within your department	24 12.8%	101 53.7%	33 17.6%	19 10.1%	11 5.9%	2.43	1.03
14	Status of librarians at your university	31 16.5%	94 50.0%	34 18.1%	24 12.8%	5 2.7%	2.35	.99
15	Job security	34 18.1%	91 48.4%	41 21.8%	15 8.0%	7 3.7%	2.31	.98
16	Interaction with patrons	33 17.6%	120 63.8%	26 13.8%	6 3.2%	3 1.6%	2.07	.76
17	Interaction with peers	38 20.2%	121 64.4%	19 10.1%	9 4.8%	1 .5%	2.01	.74
18	Job duties	42 22.3%	124 66.0%	11 5.9%	7 3.7%	4 2.1%	1.97	.79

Table 1 revealed that there is a level of job satisfaction of librarians in universities. The findings show that majority of the respondents 166 with a Mean of 1.97 are satisfied with their job duties as librarians, and was followed by those indicated that they are satisfied whenever they have opportunity to interact with peers with a mean value of (Mean =2.01). A large able size of 153 (81.4%) of the total respondents were satisfied with their interaction with patrons (Mean=2.07), while 125 (66.5%) of the total respondents indicated that they are satisfied with the opportunity for collegial interaction within their department (Mean=2.01), Interestingly, about 113 (60.1%) of the total respondents expressed their satisfaction with the opportunities to pursue researcher (Mean=2.52), followed by 119(63.3%) of the total respondents who are satisfied with their working environment (Mean= 2.52).

4.3.2 Research question 2: What is the level of leadership effectiveness of librarian in tertiary institution in South-west Nigeria?

Table 2. Level of leadership effectiveness of librarians.

S\N	Leadership Effectiveness of Librarians	SD	D	A	SA	Mean	S.D
1	Balances work priorities with personal life	9 4.8%	7 3.7%	90 47.9%	82 43.6%	3.30	.76
2	Builds productive working relationship with co-workers and external parties	7 3.7%	8 4.3%	95 50.5%	78 41.5%	3.30	.72
3	Quickly master new technical and business knowledge	6 3.2%	9 4.8%	102 54.3%	71 37.8%	3.27	.70
4	Shows genuine interest in others and sensitivity to employees needs	6 3.2%	16 8.5%	93 49.5%	73 38.8%	3.24	.74
5	Demonstrates self control in difficult situations	9 4.8%	6 3.2%	104 55.3%	69 36.7%	3.24	.73
6	Uses effective career management tactics, including mentoring, professional relationship and feedback channels	8 4.3%	16 8.5%	99 52.7%	65 34.6%	3.18	.76
7	Motivate others to perform at their best	11	10	101	66	3.18	.78

		5.9%	5.3%	53.7%	35.1%		
8	Coaches and encourages employees to develop in their careers	11 5.9%	9 4.8%	105 55.9%	63 33.5%	3.17	.77
9	Attracts, motivate and develops employees	8 4.3%	14 7.4%	104 55.3%	62 33.0%	3.17	.74
10	Displays warmth and a good sense of humor	8 4.3%	11 5.9%	110 58.5%	59 31.4%	3.17	.72

Table 2 revealed that majority of the respondent 173(92.1%) indicated that they quickly master new technical and business knowledge with a mean of 3.27, and as well demonstrates self control in difficult situations (mean=3.24). Other areas on which the librarians in the universities indicated the level of their leadership effectiveness were ranked as follows: Balances work priorities with personal life (mean=3.30) ranked highest in the mean score rating and was followed by builds productive working relationship with co-workers and external parties (mean=3.30); shows genuine interest in others and sensitivity to employee’s needs (mean=3.24); use effective carer management tactics, including mentoring, professional relationship and feedback channels (mean=3.18); motivate others to perform at their best (mean=3.18); coaches and encourages employees to develop in their careers (mean=3.17), attracts, motivate and develops employees (mean=3.17); displays warmth and a good sense of humour (mean=3.17).

Test of hypothesis

HO1. There is no significant relationship between librarian’s job satisfaction and leadership effectiveness

Table 3: PPMC summary table showing the relationship between librarian’s job satisfaction and leadership effectiveness

Variables	N	Mean	Stand-Dev	Df	R	P	Sig
Leadership effectiveness	188	47.5691	8.68033	186	-.153*	0.025	N. S
Job satisfaction	188	44.5585	11.27449				

The above table shows a low leadership effectiveness on job satisfaction in university library (Df= 186, N= 188, r= -.153, P < 0.05). Based on this, the null hypothesis is accepted. Therefore, there is no significant relationship between librarian’s job performance and leadership effectiveness. The table further revealed a negative influence of leadership effectiveness meanwhile; it implies that a unit increase in job satisfaction will increase the tendency for high leadership effectiveness in the university library. Moreso, to further understand the proportion of influence impacted by job satisfaction, the determinant of coefficient r^2 $(-.153)^2$ was estimated=0.0234. This implies that job satisfaction factor accounted for 23.4% variation for the prediction of leadership effectiveness in the university library.

Discussion

The aim of this study was to investigate job satisfaction and leadership effectiveness of librarians in Universities in South-west Nigeria. The study found that majority of the respondents by name of university; University of Ibadan has the larger population of professional librarians, followed by Obafemi Awolowo University and then University of

Lagos. Others have a minimum number of professional librarians in universities in South-west Nigeria. The study also found that majority of the librarians were between the ages of 36 and 45 years old, which showed that they are matured adult. There were more female respondents than male in the selected university libraries while, a large number of 151 (80.3%) of the respondents were married, 36(19.1%) were singled and 1(.5%) person was separated. As far as the education qualification of the respondents is concerned, there were more respondents with master degree qualification than those with PhD. The respondent's, by their designation with qualification and years of service, librarian II were of higher number than librarian I who are refers to as senior librarians and chief librarians. Also the distribution of the respondents by Departments/Section shows that librarians working in the cataloguing section were of higher percentage in the universities.

The study revealed that there was low leadership effectiveness on job satisfaction of librarians in the university libraries in South-west, Nigeria. Therefore, there is no significant relationship between librarian's job performance and leadership effectiveness. The study finds out the relationship between the dependent and independent variables (job satisfaction and leadership effectiveness of librarians) and revealed a negative influence of leadership effectiveness meanwhile; it implies that a unit increase in job satisfaction will increase the tendency for high leadership effectiveness in the university library. Moreso, to further understand the proportion of influence impacted by job satisfaction, the determinant of coefficient r^2 $(-0.153)^2$ was estimated=0.0234. This implies that job satisfaction factor accounted for 23.4% variation for the prediction of leadership effectiveness in the university library. This findings corroborate with the study of Adeyinka et al. (2007) advocated that to use salaries as a motivator is highly effective, managers must consider salary structures which should include important organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on. Meanwhile, a person with a high level of job satisfaction holds positive attitudes towards the job. Supporting this claims, Bernard in Stoner et al., (1995) as cited in Tella, Ayen and Popoola (2007) advocated that in this era of the information superhighway, employers of information professionals or librarians must be careful to meet their needs. Otherwise, they will discover they are losing their talented and creative professionals to other organizations who are ready and willing to meet their needs and demands.

Conclusion and Recommendations

University administrators can vividly contribute to the leadership effectiveness of librarians in universities in ensuring that librarians are satisfy with their job by providing various factors for their job satisfaction such as, salary, fringe benefits, provide good working conditions, create opportunity for their professional development as well as opportunity to pursue research and job security should also be guarantee. The study therefore agrees with Bellenger, et al., 1984; Coster, 1992; Strydom and Meyer (2002) that there are various factors for job satisfaction such as, job security growth and development, promotion opportunity, working conditions, recognition of performance, financial rewards, position and status, decision making opportunity. The study has therefore, showed that if all this factors are met, librarians will be happy at work and as well satisfied with their job. This is very much relating to Patricia et al., (1992) in a study of professional librarian job satisfaction. He found that creativity, flexibility, and recognition of librarians' skills and knowledge were sources of high satisfaction.

The research study has revealed the state of the librarian's satisfaction level in the studied universities in South-west, Nigeria and the necessary factors that should be provided. Based on the findings of this study, the following recommendations were made.

The librarians are encouraged to develop a higher level of their job satisfaction. This will help them to be able to provide quality library services to their library users.

The library management in universities should give adequate support to the librarians because they are in a position of leadership by profession and are in charge of technical aspect of the library services. Therefore, they are likely to call the attention of management when necessary.

The library management should not take the librarians for granted as workers in the library because the library aims and objectives accomplishment are geared towards the quality services of the librarians in the universities.

Adequate funds should be made available to the library for the librarians in the universities by the university authority to support seminar, workshop and training programmes should be organised in order to acquire needed skills.

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