



JOB SATISFACTION AND LEADERSHIP STYLE OF LIBRARIANS' IN FEDERAL UNIVERSITY LIBRARIES IN NORTH-EAST, NIGERIA

BUKAR, SNIMBALYA SIMEON; IKONNE, CHINYERE. N. (PhD); & SOYEMI, OPEYEMI D. (PhD)

Department of Information Resources Management, Babcock University, Ilishan Remo Ogun State.

Abstract

Leadership style and Job satisfaction of employees' plays a crucial role in determining the general productivity of workers in any organization. The general opinion was that job satisfaction and productivity of librarians in public university libraries in Nigeria were low and a cause for concern. This study investigated the relationship between job satisfaction and productivity of librarians in Nigerian Federal universities. The federal Universities in the North-East are 6, namely: Abubakar Tafawa-Balewa University, Bauchi, Federal University Kashere Gombe, Modibo Adama University Yola, Federal university Gashuwa, Yobe, Federal University Wukari, Taraba and University of Maiduguri, Borno. A correlational survey research design was adopted. The study population consisted of 200 librarians in the university libraries in north-east Nigeria, from which 156 were selected using simple random sampling. The research instrument used was a self-developed questionnaire. The questionnaire validation was subjected to the scrutiny experts in the areas of the variables studied; it gave a reliability coefficient of 0.78 for Job Satisfaction; and 0.84 for Productivity. A response rate of 57.2% was achieved. Data were analysed using descriptive (percentage, mean, average mean and standard deviation) and inferential (Pearson Product Moment Correlation) statistics. The study revealed a significant relationship between job satisfaction and productivity ($r = 0.025$, $P < 0.05$) of librarians in Federal university libraries in north-east Nigeria. The study concluded that contrary to general belief, job satisfaction and Leadership style levels of librarians in university libraries were high. It is recommended that university library management

should continue to promote values such as improved employee recognition, good leadership style and improved human capital development programmes that would increase job satisfaction and Leadership style.

Keywords: *Job satisfaction, Leadership style, Librarians, Federal university libraries.*

INTRODUCTION

Human resources can be regarded as one of the most important elements of an organisation. Its major responsibility is to facilitate service provision and delivery. In a way, no organisation can survive without the full support and contribution of the employees. The significance of human resource in libraries has been further emphasised by Idowu (2011) who reiterated that in the present day information era, the quality of library information services is anchored on certain factors such as the nature of information resources, facilities and most importantly, the personnel.

It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living. Job satisfaction of employees plays a crucial role in determining the general Leadership style of workers in any organization. According to Somvir and Kaushik (2012), Job refers to occupational act that is carried out by an individual or group of individuals in return for a reward, while satisfaction refers to the way one feels about events, rewards, people, relation and amount of mental gladness on the job. Job could also be defined as work for which one receives regular payment or appreciation. Hence, job satisfaction can be defined as an emotional response to a job situation which cannot be seen, but only be inferred. Similarly, Gamlath and Kaluarachchi (2014) see job satisfaction as the rate at which “employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled”. Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one’s duties.

Thus in this study, job satisfaction is conceptualized to mean the level of positive attitude that a librarian displays when performing his/her duties in the university library and the rate at which his/her basic needs are met by the employers. It is interesting to note that if librarians are well catered for by the university authorities in the area of giving them due recognition for a job well

done, put in place a good leadership style for the administration of the university library coupled with a career development opportunity for librarians to enhance development of their managerial skills, and conducive work environment as well as improved remunerations (good salaries and wages); their level of productivity will be greatly improved from what is presently existing in most Nigerian Federal universities. Unfortunately, it is observed that the level of job satisfaction among librarians in most federal university libraries in Nigeria is probably very low compared to what is obtainable among other faculty members of the same educational sector. Therefore, job satisfaction as noted by Babalola and Nwalo (2013), enhances Leadership style of workers in any organization especially in the academic libraries as a job satisfied worker is a happy and productive worker. Productivity according to Parham (2014) can be defined as a measure of the rate at which outputs of goods and services are produced per unit of input (labour, capital, raw materials, etc). It is calculated as the ratio of the amount of outputs produced to some measure of the amount of inputs used. In the same vein, Ogunsanwo (2012) defined productivity as the rate at which a worker, an organization, or a country produces goods and services. It also means the expected output of manpower in ratio of the energy exerted for the job at hand, while Srivastava and Barmola (2011) defined it as the rate of power to produce an item or service in any organization. In a study conducted by Ali, Ali and Adan (2013) on productivity of workers, it was revealed that the quality of environment in the workplace simply determines the level of employee's motivation, subsequent performance and productivity, and this shows that there is a relationship between office environment and productivity of employees; improved employee morale has direct relationship with their productivity in the organization; and that there is a positive relationship between working condition and employees productivity. Employee productivity is generally acknowledged as a necessary factor that enhances the growth and development of every organization in the human society.

However, some employees may not be productive as expected of them by their employers due to the negative attitude displayed by them towards their employers. There is a general belief that man has the natural tendency to be lazy with regard to work and he is being forced by circumstances to work. This idea about man still continues to create problems for the development process of society in the face of abundant human and material resources resulting to low productivity. Low productivity is generally observed as a major problem that

presently thrives in many organizations particularly in the developing countries. Some scholars (Ajala, 2012; In Nigerian Federal university libraries, librarians' Leadership style entails providing current and relevant educational resources in the library that would encourage increase in paper publications among faculty members and librarians themselves, innovative research works in the university that would attract grants from both local and international organizations. This helps in promoting the image and status of the university among her peers. Also, it enhances students' academic success in their various examinations as they will have access to current and relevant library resources that would support their lecture notes and academic programmes in the university. Librarians are directly involved in the accreditation exercise in the university as they provide both electronic and printed resources to support the exercise; no meaningful accreditation exercise takes place in the university without the corresponding educational resources stocked in the university library; in other words, library assists the university authority to have more courses and programmes accredited by the National University Commission (NUC). Librarians are custodians and managers of these intellectual resources, and should be adequately motivated in order to be more productive. Hence, it becomes logical that librarians should be adequately and fairly motivated by their employers if they are to increase the rate of their Leadership style in the university system.

Statement of the Problem

Research has shown that the level of job satisfaction and productivity of library personnel is low although their research productivity is relatively high. While many of these studies have been directed towards library use, library collections and library services, few if any have been carried out from the perspective of personal welfare of employees. In other words, studies have not been directed at investigating the relationships between welfare and personal issues such as job satisfaction and Leadership style of librarians in the North-East, Nigeria. The aim of this research is to find out the relationships among these variables; specifically, the extent to which job satisfaction could influence the Leadership style of librarians in Federal university libraries in North-Eastern Nigeria.

Objective of the Study

The general objective of this research work is to investigate how job satisfaction could affect the Leadership style of librarians in Nigerian federal university libraries. The specific objectives are to:

1. determine the degree of job satisfaction of librarians in Federal university libraries in North-East, Nigeria;
2. find out the level of leadership of librarians in Federal university libraries in North- East Nigeria;
3. evaluate the relationship between job satisfaction and Leadership style of librarians in Federal university libraries in north-east Nigeria; and
4. find out the challenging issues in job satisfaction and Leadership style of librarians in Federal university libraries in North- East, Nigeria.

Research Questions

The following are the list of research questions slated for this research work:

1. What is the degree of job satisfaction of librarians in federal university libraries in North-East, Nigeria?
2. What is the level of leadership style of librarians in Federal university libraries in North-East, Nigeria?
3. What challenges face librarians' job satisfaction and Leadership style in Federal university libraries in North-East, Nigeria?
4. What are the challenging issues in job satisfaction and productivity of librarians in Federal university libraries in North-East, Nigeria?

Scope of the Study

The study is limited to librarians in the federal universities in North-East, Nigeria. This means that private universities and state level institutions were excluded. Respondents were librarians in the federal universities that are spread across the six states in North- Eastern Nigeria. Para-professional staff as well as other personnel of the university libraries, were thus excluded because the researchers believed that librarians are the custodians of information resources that are kept in the university library; they are the policy makers as well as managers of other library personnel.

Review of Literature

The study deals with two variables: job satisfaction and leadership style. These were discussed in the systematic order so as to give conceptual understanding of the study. Job satisfaction. The concept of Job Satisfactions has been widely discussed by many researchers. Job Satisfaction as a formal area of research did not exist until the mid-1930s, although it has become a much researched area of

inquiry over the last thirty years (Landy, 2017). Many authors in their research work on this concept cited Locke (1976) who estimated that about 3,350 articles or dissertations had been written on this topic by 1972; but Cranny, Smith and Stone (1992) suggested that more than 5,000 studies of job satisfaction had been published. Presently, it is assumed that the number of work done on the topic might have increased to over 15,500 articles or dissertations, considering the high level of interest researchers have in the subject. The growing interest in this construct in academia since the beginning of the 1990s is mainly due to the few studies on job satisfaction as relates to the Leadership style of librarians in the university library. Hence, the emphasis of this study is to bridge this gap and consider how job satisfaction enhances the Leadership style of librarians in the university library. The concept of job satisfaction has been viewed differently by different scholars. In the view of Gamlath and Kaluarachchi (2014.), job satisfaction can be defined as the rate at which “employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled”. This reflects the extent to which an individual likes his or her job (Aamodi, 2017; Krietner&Kinicki, 20017; Court, 2012). Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one’s duties. Similarly, job satisfaction can be referred to as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living (Somvir & Kaushik, 2012). Besides, referred to job satisfaction as the attitude one has towards his or her job. In this study, job satisfaction refers to the general feelings of workers about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs.

It is conceptualized to mean the level of positive attitude that an employee displays when performing his/her duties in the organization and the rate at which his/her basic needs are met. Still on worker’s attitude towards his or her work, Maheshkumar and Jayaraman (2013,) referred to Job satisfaction “as an employee’s attitude towards his or her work, organizational rewards and the social, organizational and physical environment in which work is performed”. Here, the authors linked job satisfaction to the organizational rewards which are otherwise regarded as extrinsic job satisfaction factors. Each organization is expected by its workforce to put in place a number of job satisfaction factors that spur workers to have positive attitude towards the performance of their

assigned duties in the organization. These extrinsic factors are not necessarily to be only monetary rewards but they should also include non-monetary benefits; they should be able to stir up each employee to have the right attitude that would increase his or her productivity in the organization. The authors further stressed that “attitudes abound in organizations and people have different attitudes towards their jobs, the institute they work for, their supervisor, their co-workers, the amount of money they earn, and the way they are treated by management. These attitudes affect their behaviour” in the organization. An employee could have a positive or negative attitude towards his or her job or express like or dislike towards his or her job based on outcome of the evaluation from the experiences associated with a particular job (Court, 2012). In the same vein, Maheshkumar Jayaraman (2013) opined that it is possible for a person to have positive attitude towards his or her pay, negative ones towards the duties that must be performed and to feel neutral towards co-workers and employee’s benefits. Generally, individuals who are satisfied with one aspect of their job report that they are satisfied with other aspects as well. Thus, most individual’s feelings about their job are dominated by general or global feeling of satisfaction or dissatisfaction. Job satisfaction is one of the most crucial but controversial issues in behavioural management in an organization. In the workplace especially in the library, workers display different types of attitudes in relation to their moods, some workers display positive attitudes when they are happy and negative attitudes when they are sad. This could have adverse effect on the productivity of librarians within the university library system. Supporting this view, Smith, Kendel and Hulin (2015) cited in Quadri (2010); Kian, Yussoff & Rajah (2014) regarded job satisfaction as an effective response of the workers to their job. Affective Job Satisfaction states the individual’s immediate feeling towards job-related factors. It is the extent of pleasurable emotional feeling an individual has about the job he is expected to carry out. Here, the positive emotional feeling may include “feeling good about the individual job being delegated, and the particular feeling is experienced from their appraised work performance, recognized professions, and even completion of work task” (Kian et al, 2014).

Leadership style is a concept that depends on the context in which it employed. It is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labour, materials & machines) into goods and services” (Ali et al, 2013). Productivity is a ratio to measure how well an

organization (or individual, industry) converts input resources (labour, materials & machines) into goods and services. This is usually expressed in ratios of inputs to outputs. Similarly, Chaudhary and Sharma (2012) as well as Rolloos (1997) cited in Ali et al (2013) posited productivity as that which people can produce with the least (smallest) amount of effort. It is the rate of power to produce, but productivity from the management or economic point of view is the ratio of what is produced to what is required to produce it. While in the librarianship point of view, they are tangible services which every librarian is expected to perform in order to satisfy the information needs of his/her clientele. In this study, the researcher conceptualized productivity as the ability to produce an item or service in the organization. Also, he sees it as efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of labour, material, and machines. In any organization, Leadership style is important because it allows the business to be more cost effective. The more output a business has for a specific cause, the cheaper it is to produce the product. This in turn allows the business to have a higher profit. Leadership style on the part of employees is important because getting your job done will help the company's growth. If the company grows and progresses, profits will increase. If profits in the company increase, not only will the bosses be happier but they will hire more people and give increase benefits to the employees. Thus, productivity is good to everyone and serves as an important ingredient for the survival and sustainable growth of every organization.

However, Gundecha (2012) classified the Leadership style factors into two categories: external factors the ones outside the control of the organization management and internal factors related to the productivity factors originating within the organization. From their viewpoint, the nature and composition of the organization are the internal factors that can enhance the productivity of workers in such organization. In the university system, there are three categories of workers: academic staff, senior staff and junior staff. Librarians are classified as part of the academic staff of the university system. Every professional librarian is expected to be productive. In the university libraries, librarians are saddled with the responsibility of selecting, acquiring and organizing library educational materials for easy accessibility and retrieval by the library users as well as rendering reference and selective dissemination of information (SDI) services to meet the information needs of library users.

Unfortunately, some university authorities are not treating her faculty members equally; there are some allowances that are paid to lecturers which are regarded by the university management as “core academic staff” in the university but which are not extended to librarians. It could be noted that with such composition, the morale of librarians in such university will be low and this will invariably affect their Leadership style. Employee Job Satisfaction and Leadership style. The study of the relationship between job satisfaction and Leadership style of workers (job performance) is one of the most venerable research traditions in industrial organizational psychology. (Mamiseishvili & Rosser, 2011). This direction of the relationship was attributed to human relations movement that assumed that higher morale and satisfaction would lead to improved Leadership style (Judge et al, 2001). Moreover, this assumption was supported by most attitude researchers in social psychology literature who believed that attitudes had behavioural consequences on employees in the organization (Mamiseishvili & Rosser, 2011). Thus, this study intends to closely examine the work attitude of librarians in relationship to their productivity in the public university libraries in Nigeria.

Similarly, from the study conducted by Bockerman and Ilmakunnas (2012) on the job satisfaction-productivity nexus, the authors used the standard measures of productivity as the dependent variables. They also used various individual-level proxy variables to measure the level of worker’s job performance in the organization. These include sickness, absences, accidents, job quits, self-reported performance measures, and supervisors’ evaluations of their employees’ performance. Oswald et al (2014) to show the relationship between job satisfaction and Leadership style of workers in the organization. Besides, the human relations movement, of Elton Mayo and other scholars believed that job satisfaction had beneficial effects, including increased work performance (Argyle, 2013). This implies that the positive attitude of individual workers in the public university libraries especially librarians has a direct relationship with the level of their productivity; it affects the rate at which information can be processed and effectively disseminated to the information seekers. In support of this view, Pushpakumari (2016) in his study posits that employee attitudes are important to management because they determine the behaviour of workers in the organization. The commonly held opinion is that “A satisfied worker is a productive worker”. The author stresses that a satisfied work force will create a pleasant atmosphere within the organization to perform well. The result of the

author's study shows that there exists positive correlation between job satisfaction and performance of employees. To further corroborate this submission, On the other hand, workers' negative attitudes would affect the level of their Leadership style. It can be generally observed that workers usually displayed negative attitude when they are facing some unforeseen circumstances in their individual lives and also when the organization fails to provide some motivational factors that could spur them for greater performances at work. Most often, workers displayed this negative attitude in order to protest the irresponsible attitude of the authority towards their plight in the organization. Herzberg et.al (2011) affirmed in their study that workers' job dissatisfaction is due to bad experiences caused by 'hygiene' factors - supervisors, fellow workers, company policy, working conditions, and personal life. Therefore, university authorities should endeavour to put in place some motivational factors that would trigger off the positive attitude in their workforce especially the librarians and exert their productivity in the university system; for a happy worker is a productive worker; hence, employees should be happy in their work, given the amount of time they have to devote to it throughout their working lives (Haorei, 2012). This researcher believes that most workers spend the greater part of their lives at the workplace; so, they should display a happy positive mood towards their job performance and among their fellow counterparts in the organization. Theoretical Framework due to inter-relationship of the variables that made up of this study, Maslow's Hierarchy of Needs theory shall be employed to discuss job satisfaction and leadership style of librarians in federal university libraries in north-east Nigeria. Maslow's Hierarchy of Needs Theory. The hierarchy of needs theory was developed by a psychologist, Abraham Maslow in 1994. Abraham Maslow in his theory broadly classified human needs into five groups that consist of: physiological, safety, love, esteem, and self-actualization needs. According to Zameer, Ali, Nisar and Amir (2014), if organizations fulfil basic need, safety need, belonging need, self-esteem need, self-actualization, training and career development needs of their employees then the performance of employee would easily increase. The results are presented according to the research questions and hypotheses that were formulated for the study. Summary of findings of the study is also presented. In all 156 usable copies of questionnaire were returned out of a total of 200 copies distributed, yielding a response rate of 83.4

percent. The results are presented according to the research questions and hypotheses that were formulated for the study.

Research Question 1: What is the level of job satisfaction among librarians in North-East, Nigeria?

Table 1: Mean responses of librarians on their level of job satisfaction.

S/No	Items	VHS	HS	PS	VPS	\bar{x}	DEC
A	WORK ITSELF	25	79	66	24	2.5	HS
1	I have opportunity to use variety of skills	23	88	64	18	2.6	HS
2	My working condition is comfortable	12	94	60	27	2.5	HS
3	Opportunity to learn new skills	17	67	73	37	2.3	PS
4	My work provide challenging task	46	68	66	12	2.8	HS
B	RELATIONSHIP	110	74	7	2	3.5	VHS
5	Relationship with my co-worker	113	78	2	-	3.6	VHS
6	Relationship with my supervisor	118	70	5	-	3.6	VHS
7	Relationship with my subordinate (if applicable)	98	75	13	7	3.3	HS
C	RESPONSIBILITY	56	105	22	9	3.1	HS
8	I have variety of job responsibilities	53	110	22	8	3.1	HS
9	I have defined job schedule	80	101	12	-	3.4	HS
10	Duties are assigned to me from time to time	56	112	15	10	3.1	HS
11	Opportunities for delegation of responsibility	35	96	40	16	2.7	HS
D	GROWTH/ADVANCEMENT	29	61	53	48	2.5	HS
12	I am promoted as at when due	77	87	23	6	3.2	HS
13	Support for additional training and education	11	44	68	70	2.0	PS
14	Opportunities for advancement in my profession through seminar, workshop and conferences	9	44	59	81	2.0	PS

15	Opportunity to utilize talents and skills	19	70	63	33	2.3	PS
E	SALARY	16	73	74	29	2.4	PS
16	My monthly salary is commensurate with my job	25	95	56	17	2.8	HS
17	Salary is promptly paid	20	83	65	25	2.5	HS
18	Salary can take care of me and my family	7	49	86	51	2.1	PS
19	Salary is comparable with similar jobs in other organizations	13	65	89	24	2.3	PS
F	RECOGNITION	23	77	62	30	2.5	HS
20	I feel I am adequately valued, recognized and appreciated at work	29	99	38	27	2.7	HS
21	My contributions are not welcome	17	68	75	30	2.3	PS
22	I am rewarded for successfully accomplishing a task	12	61	79	41	2.2	PS
23	My job gives me relatively high status in the society	34	80	56	23	2.6	HS
	Overall job satisfaction	43	78	47	24	2.8	HS

The results of data analysis in Table 1 shows that the librarians in federal universities in North-East, Nigeria had a cluster mean of 3.38 with a standard deviation of 0.32 on nature of work, which indicates satisfaction; they also had a cluster mean of 3.41 with a standard deviation of 0.42 on salary/fringe benefits, which indicates satisfaction; a cluster mean of 3.17 with a standard deviation of 0.51 on promotional opportunities, which indicates satisfaction; a cluster mean of 3.10 with a standard deviation of 0.38 on supervision, which indicates satisfaction; a cluster mean of 3.21 with a standard deviation of 0.44 on interpersonal relationship, which indicates satisfaction and a cluster mean of 3.32 with a standard deviation of 0.47 on physical work environment, which indicates satisfaction. The overall mean of 3.03 with a standard deviation of 0.30 obtained from the data analysis that answered research question one is an

indication that librarians in the study area are satisfied with their job and aspects of their job.

Research Question 2: What are the levels of Leadership style in universities in North-East, Nigeria?

Table 2: Mean responses of librarians on their levels of Leadership style

S/N	Items	N	Mean	Std. Dev.	Decision
A	Affective Leadership style				
1	This organization has a great deal of personal meaning for me.	116	3.14	.69	High
2	I would be happy to spend the rest of my career in this organization.	116	3.15	.62	High
3	I feel myself to be an integral part of this organization.	116	3.19	.61	High
4	I really feel that this organization's problems are my own.	116	3.39	.69	High
5	I do feel a strong sense of belonging to my organization.	116	3.51	.59	High
6	I do feel emotionally 'attached' to this organization.	116	3.12	.60	High
	Cluster Mean	116	3.55	.39	Very High
B	Normative Commitment				
7	I would feel guilty if I left my present organization	116	3.35	.56	High
8	This organization deserves my loyalty	116	3.19	.60	High
9	I owe a great deal of my personal achievement to my organization.	116	3.31	.69	High
10	I do feel an obligation to remain with my current employer.	116	3.31	.75	High
	Cluster Mean	116	3.29	.34	High
C	Continuance Commitment				

11	It would be difficult for me to leave this organization even when opportunity exists elsewhere.	116	2.31	.75	Low
12	I believe that I have too few opinions to consider leaving this organization.	116	2.41	.59	Low
12	My commitment to this organization makes it difficult working elsewhere.	116	3.13	.60	High
14	Scarcity of alternative jobs makes it difficult to leave my present job.	116	3.39	.52	High
15	Leaving this organization right now will disrupt the plans I have for myself.	116	2.35	.52	Low
16	Staying with my present organization is a matter of necessity.	116	3.28	.74	High
	Cluster Mean	116	2.43	.31	Low
	Overall Mean	116	3.29	.31	High

The results of data analysis in Table 2 show that librarians in the universities in North-East, Nigeria had a cluster mean of 3.55 with a standard deviation of 0.39 on their affective commitment, which indicates very high commitment; they had a cluster mean of 3.29 with a standard deviation of 0.34 on normative commitment, which indicates high commitment; they also had a cluster mean of 2.43 with a standard deviation of 0.31 on continuance commitment, which indicates low commitment. The overall mean of 3.29 with a standard deviation of 0.31 obtained from the data analysis that answered research question two is an indication that librarians in the study area exhibit high levels of organizational commitment.

Research question three: What is the relationship between nature of work and organizational commitment of librarians in universities in North-East, Nigeria?

Table 3: Pearson correlation analysis showing the relationship between nature of work and organisational commitment of librarians in universities in North-East, Nigeria.

Table 3.Correlation matrix on the relationship between job satisfaction and job productivity of librarians in federal university Libraries in North -East Nigeria.

Item	1	2	3	4	5	6	7
Leadership style	1						
Work itself	-.44	1					
Relationship	1.00	.60	1				
Responsibility	.24	-.24	.28	1			
Growth/Advancement	-.97	.61	.12	-.68	1		
Salary	.69	.60	.61	.13	.46	1	
Recognition	-.10	.12	.70	-.17	.85*	.32	1

Key: 0 indicates no linear relationship, +1 indicates a perfect positive linear relationship, -1 indicates a perfect negative linear relationship, Values between 0 and 0.3 (0 and -0.3) indicate a weak positive (negative) linear relationship, Values between 0.3 and 0.7 (0.3 and -0.7) indicate a moderate positive (negative) linear Relationship, Values between 0.7 and 1.0 (-0.7 and -1.0) indicate a strong positive (negative) linear relationship.

From table 3 above, the correlation matrix on the relationship between job satisfaction and Leadership style of librarians in federal university Libraries in North -East Nigeria was computed and analyzed. From the analysis, work itself has a weak negative (-.44) relationship with job performance while relationship, responsibility and salary have a strong positive (1.00, .24 and .69) respectively relationship with Leadership style. Growth/advancement (-.97) and recognition (-.10) have a moderate negative relationship with Leadership style.

From Table 3, it is observed that the mean score of librarians on nature of work is 3.38 with a standard deviation of .32, and a mean score of 3.29 with a standard deviation of .31 on organizational commitment. The value of the correlation coefficient (r), which is 0.77, confirms that the relationship between nature of work and organizational commitment of librarians is high positive.

Research Question 4: What are the barriers to job satisfaction and Leadership style among library personnel of Federal university Libraries in North -East Nigeria?

In answering this question, the frequencies and the mean score of librarians of Federal university Libraries in North -East Nigeria responses were computed

and analyzed using the response rate of respondents on each item and finding the mean.

Table 4: Analysis of the respondent’s responses on their barriers to job satisfaction and Leadership style.

S/No	Item	SA	A	D	SD	\bar{x}	DECISION
1	Poor communication	44	59	37	43	2.4	R
2	Lack of/inadequate professional development	49	71	51	22	2.7	A
3	Lack of/inadequate seminar/conference	75	62	35	21	3.0	A
4	Poor policy	55	77	38	23	2.8	A
5	Unsafe working environment	50	61	55	27	2.7	A
6	Lack of/inadequate facilities	57	69	41	26	2.8	A
7	Poor salary package	41	53	70	24	2.5	A
8	Lack of allowances	42	74	56	21	2.7	A
9	Lack of bonuses	49	86	43	15	2.9	A
10	Lack of job design/specification	58	47	70	18	2.7	A

Key: Strongly Agreed (SA) Agreed (A) Disagreed (D) Strongly Disagreed (SD) Frequency of Respondents (F) Mean (\bar{x}) Decision (A=Accepted R=Rejected)

From the above table, all the items stated are seen as barriers to job satisfaction and productivity of librarians in Federal university Libraries in North–East Nigeria except poor communication (2.4). From Table 4, it is observed that the mean score of librarians on salary/fringe benefits is 3.41 with a standard deviation of .42, and a mean score of 3.29 with a standard deviation of .31 on organizational commitment. The value of the correlation coefficient (r), which is 0.59, confirms that the relationship between salary/fringe benefits and organizational commitment of librarians is moderate positive.

Table 5: Analysis on the respondents responds on the strategies to improve their job satisfaction and Leadership style.

S/No	Item	VA	A	FA	I	\bar{x}	DECISION
1	Effective communication	110	46	27	10	3.3	A
2	Professionnal development	91	49	37	16	3.1	A
3	Adequate workshop, seminar and conference attendance	81	44	35	33	3.0	A

4	Good policy	77	64	31	21	3.0	A
5	Good working environment	98	41	32	22	3.1	A
6	Adequate facilities/equipments	84	40	45	24	3.0	A
7	Good salary package	77	58	40	18	3.0	A
8	Adequate allowances	61	59	48	25	2.8	A
9	Bonuses	59	62	34	38	2.7	A
10	Proper job design/specification	72	63	36	22	2.9	A

Key: Very Appropriate (VA), Appropriate (A), Fairly Appropriate (FA), and Inappropriate (I)

Strongly Agreed (SA) Agreed (A) Disagreed (D) Strongly Disagreed Frequency of Respondents (F) Mean (\bar{x}) Decision: Very Appropriate (VA), Appropriate (A), Fairly Appropriate (FA), and Inappropriate (I)

The above table indicates that all the items are strategies to improving job satisfaction and performance of library personnel of NLN.

Summary of Findings of the Study

The following were the findings deduced from the data collected and analyzed. Librarians of Federal university Libraries in North-East Nigeria were studied. Based on the research questions, the study revealed from the analysis on the level of job satisfaction of librarians of Federal university Libraries in North - East Nigeria shows that librarians are satisfied with work itself, relationship, responsibility, recognition and growth/Advancement and less satisfied with their salary. The study also revealed that the librarians are generally satisfied with their job (Overall job satisfaction). On the level of job productivity, the analysis of the response of librarians shows that their overall productivity is average. They show an average level of productivity on effectiveness on the job and contribution to the library and profession but below average on scholarly contributions.

On the relationship between job satisfaction and Leadership style, the analysis revealed that work itself has a weak negative relationship with Leadership style while growth/advancement and recognition has a moderate negative relationship with job productivity. Relationship, recognition and salary have a strong positive relationship with Leadership style.

Finally, the analysis of the responses of the respondents shows that majority of them accept lack of/ inadequate professional development, lack of/inadequate conferences attendance, unsafe working environment lack of/inadequate facilities etc as barriers to their job satisfaction and productivity and reject poor communication as a barrier. They also accept effective communication, conference attendance, good communication and good salary package etc as strategies to improve their job satisfaction and Leadership style.

Conclusion

The growing interest in this construct in academia since the beginning of the 1990s is mainly due to the few studies on job satisfaction as relates to the productivity of librarians in the university library. Hence, the emphasis of this study is to bridge this gap and consider how job satisfaction enhances the Leadership style of librarians in the university library. The concept of job satisfaction has been viewed differently by different scholars. In the view of Gamalath and Kaluarachchi (2014,), job satisfaction can be defined as the rate at which “employees like or dislike their work and the extent to which their expectations concerning work have been fulfilled”. This reflects the extent to which an individual likes his or her job (Aamodi, 2017; Krietner & Kinicki, 20017; Court, 2012). Job satisfaction is generally acknowledged as a necessary ingredient for personal fulfilment in carrying out one’s duties. Similarly, job satisfaction can be referred to as an emotional response to a job situation which cannot be seen, but only be inferred. It is simply regarded as how people feel about their job and different aspects of it. It means a positive attitude that an individual has from what he does to earn a living (Somvir & Kaushik, 2012). Besides, referred to job satisfaction as the attitude one has towards his or her job. In this study, job satisfaction refers to the general feelings of workers about their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. It is conceptualized to mean the level of positive attitude that an employee displays when performing his/her duties in the organization and the rate at which his/her basic needs are met. Still on worker’s attitude towards his or her work, Maheshkumar and Jayaraman (2013,) referred to Job satisfaction “as an employee’s attitude towards his or her work, organizational rewards and the social, organizational and physical environment in which work is performed”. Here, the authors linked job satisfaction to the organizational rewards which are otherwise regarded as extrinsic job

satisfaction factors. Each organization is expected by its workforce to put in place a number of job satisfaction factors that spur workers to have positive attitude towards the performance of their assigned duties in the organization. These extrinsic factors are not necessarily to be only monetary rewards but they should also include non-monetary benefits; they should be able to stir up each employee to have the right attitude that would increase his or her Leadership style in the organization. The authors further stressed that “attitudes abound in organizations and people have different attitudes towards their jobs, the institute they work for, their supervisor, their co-workers, the amount of money they earn, and the way they are treated by management.

Recommendations

Based on the findings of the study, the following recommendations are made to improve the situation.

1. The Federal University Libraries in the North- East Nigeria should provide opportunities for its personnel to advance in their career and to realize their potentials through professional training, seminar, workshop, and conference attendance and should match each training need with the worker’s job schedule and job design/description so that they can put theory into practice.
2. Information has now turned the world into a global village through the emergence of information and communication technology (ICT). This new technology has change the way and manner information is being managed and also change the entire operations of the library settings. This new technologies has greatly increase job satisfaction and improve job performance in the library. It has therefore become pertinent for Federal University Libraries in the North-East Nigeria to provide these technologies to increase satisfaction and improve productivity for effective and efficient service delivery.
3. Though the determination of salary is the function of the Federal Government, the Federal University Libraries in the North-East Nigeria should try as much as possible to source for extra funds to augment what it receive as its statutory allocation. They can go into partnership with multi-national organizations like the McArthur foundation, British council or the Sullivan foundation for training, resources and equipments.
4. The Federal Government of Nigeria also has a great responsibility in the development of Federal University Libraries in North-East Nigeria. The library being an agency of government and a civil service organization

is guided by the civil service rules. Based on this, it is the responsibility of the Federal Government through the supervisory ministry (Ministry of Education) to provide policies that will lead to the development of National Library of Nigeria. It is expected to provide the enabling environment and infrastructures that will improve the working conditions of librarians for the attainment of the goals and objectives for which it was setup to achieve.

5. The librarians also have a role to play in ensuring they have an improved job satisfaction and job performance. Librarians should develop a positive attitude towards their work and also avoid all negative attitudes that will affect their job and performance such as absenteeism, lateness, laziness etc.
6. Nigeria should provide opportunities for its personnel to advance in their career and to realize their potentials through professional training, seminar, workshop, and conference attendance and should match each training need with the worker's job schedule and job design/description so that they can put theory into practice.
7. Information has now turned the world into a global village through the emergence of information and communication technology (ICT). This new technology has change the way and manner information is being manage and also change the entire operations of the library settings. This new technologies has greatly increase job satisfaction and improve job productivity in the libraries. It has therefore become pertinent for Federal University Libraries in the North-East, Nigeria to provide these technologies to increase satisfaction and improve performance for effective and efficient service delivery.

REFERENCES

- Addady, M. (2015). Study: Being happy at work really makes you more productive. Available online at <http://fortune.com/2015/10/29/happy-productivity-work/>
- Ademodi, D.T. & Akintomide, O.A. (2015). A Comparative study of levels of job satisfaction among librarians in private and public universities in Ondo State. *Journal of Information and Knowledge Management*, 5 (11), 1-9. Available online at <http://www.iiste.org/tag/journal-of-information-and-knowledge-management>.
- Ajala, E. M. (2012). The Influence of workplace environment on workers' welfare, performance and productivity. *The African Symposium: An online Journal of the African Educational Research Network*, 12 (1), 141-149. Available online <http://www.ncsu.edu/aern/TAS12.1/TAS12.1Ajala.pdf>
- Ali, A.Y.S., Ali, A.A. & Adan, A.A. (2013). Working conditions and employees' Productivity in manufacturing companies in sub-Saharan African context: case of Somalia. *Educational Research International*, 2 (2), 67 – 78. Available online at: www.savap.org.pk.
- Arab British Academy for Higher Education (2014). Maslow's hierarchy of needs. Retrieved from <http://www.abahe.co.uk> on 30/08/14.

- Babalola, G.A. & Nwalo, K.I.N. (2013). Influence of job motivation on the productivity of librarians in colleges of education in Nigeria. *Information and Knowledge Management*, 3 (5), 70-75. Retrieved from: www.iiste.org on 27/02/14.
- Bockerman, P. & Ilmakunnas, P. (2012). The Job Satisfaction-Productivity Nexus: A Study Using Matched Survey and Register Data. *Industrial & Labour Relations Review*, 65 (2), 244 - 262. Retrieved on 28/09/14 from http://www.petribockerman.fi/bockerman%26ilmakunnas_the_2012.pdf.
- Chaudhary, N. & Sharma, B. (2012). Impact of employee motivation on performance (productivity) in private organization. *International Journal of Business Trends and Technology*, 2 (4), 29-35.
- Cheng, T. (2016). Research methods part 4: The correlational design. Retrieved on 28th April, 2016 from <http://www.psych2go.net/research-methods-part-4-the-correlational-design>.
- Chuks-Ibe, P.O. & Ozioko, R.E. (2014). Problems militating against job satisfaction among librarians in academic libraries in Niger state, Nigeria. *The Information Technologist*, 11(1), ISSN: 1597-4316. Retrieved on 01/07/15 from <http://www.ajol.info/index.php/ict/article/view/109507>
- Court, T.O. (2012). Rewards and job satisfaction: Imperatives for high performance in manufacturing firms – A study of Rivers State, Nigeria. *International Journal of Labour & Organizational Psychology*, 8 (1&2), 25 – 36.
- Darbar, M. R. (2015). Job satisfaction among librarians of college libraries of Vallabh Vidyanagar. *The International Journal of Indian Psychology*, 2 (3), 26 – 29. Paper ID: IJIPS2015020308. Available online at <http://www.ijip.in>
- Dost, M.K.B., Rehman, Z., & Tariq, S. (2012). The Organizations having high level of glass ceiling, has lower productivity due to lack of employee commitment. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 1 (8), 93-103.
- Gamlath, G. R. M. & Kaluarachchi, I. P. (2014, July). Factors affecting job satisfaction: a study of export manufacturing organizations of biyagama free tradezone in Sri Lanka. *Proceedings of the Peradeniya Univ. International Research Sessions, Sri Lanka*, 18, 54. Retrieved on 05/08/14 from http://www.pdn.ac.lk/ipurse/proceeding_book/EM/54.pdf.
- Gundecha, M.M. (2012). Study of Factors Affecting Labour Productivity at a Building Construction Project in the USA: Web Survey. Unpublished dissertation submitted to the Graduate Faculty of the North Dakota State University of Agriculture and Applied Science.
- Haorei, W. (2012). A Study on job satisfaction and its consequences on work productivity in textile mills. *Journal of Business Management & Social Sciences Research (JBM&SSR)*, 1 (3), 2319-5614.
- Kian, T.S., Yusoff, W.F.W. & Rajah, S. (2014). Job satisfaction and motivation: What are the differences among these two? *European Journal of Business and Social Sciences*, 3 (2), 94-102.
- Kowalczyk, D. (2015). Correlational research: Definition, purpose & examples. Retrieved on 28th April, 2016 from <http://www.study.com/.../correlational-research-definition-purpose-examples.html>
- Kreitner, R. & Kinicki, A. (2007). *Organizational Behaviour*, (7th edition). Boston: McGraw Hill.
- Leviticus, J. (2014). Top Problems That Affect Employee Productivity. Retrieved on 19/09/14 from <http://everydaylife.globalpost.com/top-problems-affect-employee-productivity-13627.html>.

- Maheshkumar, R. & Jayaraman, S. (2013). *Job satisfaction among librarians: A Study in Coimbatore city*. *Indian Journal of Applied Research*, III (XII), n p. DOI: 10.15373/2249555X
- Massachusetts Institute of Technology (2014). *Performance Development: Employee Recognition*. Retrieved from <http://hrweb.mit.edu/performance-development/employee-recognition> on 18/09/14.
- National Universities Commission (2015). *List Of Nigerian Universities and Years Founded*. Retrieved on 24/06/15 from [http:// www.nuc.edu.ng/pages/universities.asp](http://www.nuc.edu.ng/pages/universities.asp). Noor, Z., Khanl, A.U. & Naseem, I. (2015). *Impact of Job Promotion and Job Advancement on Job Satisfaction in Universities of KPK province of Pakistan*. *Science International Journal (Lahore)*, 27 (2), 1499 – 1505.
- Nwosu, C.O., Ugwoegbu, U. & Okeke, I. (2013). *Levels of Motivation as Correlates of Librarians' Task Performance in University Libraries In South – East, Nigeria*. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 8 (4), 81- 83.
- Ogunsanwo, G.A. (2012, December). *You and Your Job: Attitude Required for Improving Performance and Productivity*. Paper presented at the Training Workshop for Junior Staff of Library Unit of Yaba College of Technology. Held at Center for Management Development (CMD), Magodo, Lagos, December.
- Okonedo, S., Popoola, S.O., Emmanuel, S.O. & Bamigboye, O.B. (2015). *Correlational Analysis of Demographic Factors, Self-Concept and Research Productivity of Librarians in Public Universities in South-West, Nigeria*. *International Journal of Library Science*, 4 (3), 43-52. DOI: 10.5923/j.library.20150403.01
- Olomolaiye, P. O., Wahab, K., & Price, A. (1998). *Problems Influencing Craftsman Productivity in Nigeria*. *Building Environment Journal*, 22 (4), 317-323.
- Oluchi, P. & Ozioko, R.E. (2014). *Job Satisfaction among Librarians in Academic Libraries in Niger State*. *International Research Journal of Library & Information Science*, 4 (3), 406-416.
- Oswald, A. J.; Proto, E. & Sgroi, D. (2014, February). *Happiness and productivity*. Warwick Economic Research Paper No. 882. February.
- Parham, D. (2014). *Definition, importance and determinants of productivity*. Retrieved on 05/04/16 from http://s3.amazonaws.com/zanran_storage/economics.adelaide.edu.au/ContentPages/2523797741.pdf
- Pushpakumari, M. D. (2008). *The Impact of Job Satisfaction on Job Performance: An Empirical Analysis*. Retrieved on 11/10/14 from: http://www.202.11.2.113/sebm/ronso/no9_1/08_pushpakumari.pdf.
- Singh, J.K. & Jain, M. (2013). *A Study of employee's job satisfaction and its impact on their performance*. *Journal of Indian Research*, 1 (4), 105- 111.
- Srivastava, S.K. & Barmola, C. K. (2011). *Role of Motivation in Higher Productivity*. *SMS Journal*, VII (1), 89 – 99.
- Somvir, S.K. & Kaushik, S. (2012). *Job Satisfaction among Library Professionals in Haryana State*. *International Journal of Scientific and Research Publications*, 2 (5), 1 – 4. Retrieved on 10/08/14 from: www.ijsrp.org/research_paper_may_2012/ijsrp-may-2012-36.pdf.
- Suleiman, W. (2013). *A Study of causes of poor attitude to work among workers of both public and private sectors organizations in Bauchi State-Nigeria*. *International Journal of Academic Research in Business and Social Sciences*, 3 (7), 143-152. Available online at <http://dx.doi.org/10.6007/IJARBS/v3-i7/16>. DOI: 10.6007/IJARBS/v3-i7/16.
- Tam, M. & Rigsbee, E.D. (2013). *A Happy Worker is a Productive Worker*. Retrieved from <http://www.rigsbee.com/employee-productivityarticle75.htm> on 05/04/16.

- Vijayabanu, U. & Swaminathan, V.D. (2016). Relationship between job satisfaction and organizational commitment on coping with organization change. International Journal of Information Research and Review, 3 (1), 1636-1639.*
- Yamoah, E.E. (2013). Relationship between compensation and employee productivity. Singapore Journal of Business Economics and Management Studies, 2 (1), 110-114.*
- Yaya, J.A. (2016). Employee Motivation, Emotional Intelligence and Human Capital Development as Correlates of Job Satisfaction and Productivity of Librarians in Public Universities in Nigeria. Unpublished PhD Thesis submitted to the College of Postgraduate Studies, Babcock University, Ilishan-Remo, Ogun State, Nigeria.*