Leadership Style and Job Commitment of Library Personnel in Universities: A Study of Private University Libraries in Southwest Nigeria

By

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Abstract
The main purpose of this study is to examine the relationship between leadership style and job commitment of library personnel in private universities in the Southwest, Nigeria. The research instrument used in the collection of data was questionnaire. In measuring the research questions and testing hypotheses, mean and standard deviation, analysis of variance (one way), correlation and multiple regression analysis and multiple pair wise comparison were used. The result of the study shows that Leadership Style had a significant relationship with the job commitment of respondents ($\beta=.102$, $P>.05$). Moreover, the study found out that there was significant difference in the comparative Job Commitment of Library Personnel of University (F (14,155, P <.05). Based on the findings, it was concluded that library managers should evolve leadership styles that will motivate the job commitment of their subordinates. It was also concluded that the respondents are committed to their job but the degree of commitment varies from one university to the other. The study recommends that the management can improve working conditions of the library personnel, especially the availability of material, human and financial resources so as to enhance their job commitment.

Introduction
Libraries form a vital part of the world's systems of education and information storage and retrieval. They make available through print and non-print media, knowledge accumulated through ages. For libraries to achieve their objectives, they require human resources made up of individuals of various cadres. These individuals can be professionals (librarians) or paraprofessionals (library officers). Hence they are referred to as library personnel.

For any organization or institution, be it public or private to thrive, the role of its human resources cannot be down played. It goes without say therefore that the continued successful existence of an organization depends largely on its workforce. The commitment of the library personnel could have a great impact on the total services that are rendered in the system. The literature defines commitment as an employee's level of attachment to some aspect of work. Work commitment is defined as the relative importance of work to one's sense of self and achievement (Quadri (2009). However, such factor as leadership style may affect the level of commitment of personnel in a workplace (Blau, 2000). Leadership and leaders play a significant role in the moral attitude and well-being of staff and good leadership is paramount to the satisfaction and commitment of an employee. Leadership, according to Levine and Crom (1994) cited in Fatokun, Salaam and Ajegbomogun (2010), "is about listening to people, supporting and encouraging them and involving them in the decision-making and problem-solving processing. It is about building teams and developing their ability to make skillful decisions". The leader's leadership style plays an important role in achieving performance of the organization as well as job commitment of employees therein. Private University libraries are complex organization that has their own set objectives. The libraries have its hierarchical structure, official decision making structure, official decision

making processes, institutional policy and routines to enable it to achieve set goals.

Studies have shown that workers in Nigeria, including library personnel in academic institutions have poor attitude to work (Aborisade and Obioha, 2009). This is also reflected in the constant strike embarked upon by Academic Staff Union of Universities (ASUU) and other tertiary institutions in Nigeria on several occasions over poor working conditions which may affect their job commitment. It is in the light of this that this study examined the effects of leadership styles on job commitment of library personnel.

Research Questions
The study is guided by the following research questions:

1) What is the level of job commitment among library personnel?
2) What are the comparative levels of job commitment among librarians in Private Universities in South West Nigeria?

Hypothesis
The following hypothesis was tested in the study:
There is no significant relationship between leadership style and job commitment of the library personnel in private universities in southwest Nigeria.

Literature Review
According to Meyer, Becker, Vandenberghe,(2004) commitment describes such diverse phenomena as, the willingness of social actors to give their energy and loyalty to social system. Buchannan (1974) cited in Quadri (2009), defined commitment using a rather psychological approach which he outlined to include identification, involvement and loyalty. He saw commitment as a partisan satisfaction of the individual. It was the view of Meyers (2008), that, when an individual

genuinely identifies himself with a group, leader or cause, he is in effect saying that the goals and values associated with that cause have become his own. Self-consciously, he directs his efforts towards those goals and gains that give intrinsic satisfaction through self-achievement. The librarian's job commitment, therefore could be said to be the ability of the librarian to stay and perform his job effectively, maintaining full loyalty, involvement and identification, despite the shortcomings of his job such as challenges of achievement, recognition, advancement, social relationship, working condition and welfare benefits which consequently may affect his job satisfaction level. It therefore means that, a librarian as a professional could be as committed to his profession as well as the library or institution in which he works. However, Quadri (2009,) is of the view that for workers to become committed to their jobs and organizations there must be adequate motivation especially inform of rewards. If the individual discovers that he cannot obtain the rewards he originally desired, he leaves the organisation and joins another. If this is not feasible, he accepts those rewards which he can obtain and may at the same time feel less committed to the organization. Many studies have been carried out on the effects of various forms of motivation on job commitment (Kerlinger & Lee 2000, Quadri, 2009) and leadership styles (Is'haq 2008).

Rarick (1987) noted that Leadership is defined by the ability to convince and persuade others to act on the basis of greater knowledge or competence, reasoned argument and fairness". Rarick (1987) further asserts that "Leadership means having the authority and status to impose one's views on the department and know that the department accepts you as a leader because you are who you are" To substantiate this even more, Hoerr (2006) emphasized that leadership is about relationships. Leaders change organizations; great leaders change people. He therefore posited that people are the heart of any organization, particularly a school, and it is only through changing people – nurturing and challenging them, helping them grow and develop, creating a culture in which they all learn – that an organization can flourish. Is'haq (2008) said the role of Leadership style in job commitment of workers cannot be overemphasized. It can either demoralize or motivate the worker. He observed that a good leadership style will increase group's productivity by helping everyone in the group become more effective. Quadri (2009) highlights the attributes of a good leader: A leader begins setting the vision but doesn't stop there. A leader listens, understands, motivates, reinforces, and makes the tough decisions. A leader passes out praise when things go well and takes responsibility and picks up the pieces when things fall apart. Leaders don't lead by issuing mandates. Leaders communicate well and often, and they listen to others. Listening doesn't mean abdicating responsibility

or falling to play leadership roles. Listening means incorporating others' ideas, talents and energies them into forging a vision.

There is ample evidence that high quality leadership is vital in achieving successful schools and colleges. Patterson et al (2008) explained that since high-quality leadership is required to develop and sustain good educational institutions, two further questions arise: Which types of leadership are most likely to produce positive outcomes? And what is the best way to develop successful leaders? Successful leaders focus more strongly on motivating and developing people rather than establishing and maintaining systems and structures. The latter is important but should always be a second-order priority. In education, as in many other settings, people are most likely to show commitment if they are valued by those who have responsibility for them. It also applies to the many support staff who work in schools and colleges. An inclusive approach, involving all categories of staff, is most likely to produce the teamwork which is also a feature of successful organizations.

The foregoing review of literature clearly shows that there is a relationship between leadership and job commitment of staff. Despite numerous researches and practitioners interest in job commitment among workers generally, few studies have sought to explain the variation in job commitment among workers and none specifically on the effect of leadership style on job commitment among personnel in Nigeria tertiary institutions libraries especially the private universities.

Methodology
The research design adopted for this study is the descriptive survey of correctional type. The population of study consists of one hundred and seventy-seven library personnel in private university libraries in south-west Nigeria. The number represents the total workforce of Librarians and Library officers in the private university libraries in south-west, Nigeria. The research instrument used in the collection of data for the study was questionnaire. The content validity of the questionnaire was established through the conduct of a pre-test by administering 30 copies of the questionnaire on Library personnel in university libraries. The responses were then analyzed. Reliability indices of 0.72, and 0.83 were obtained for the Job Commitment questionnaire and Leadership Style questionnaire respectively. The questionnaire used in this study was administered on the respondents at the various institutions used for this study. Out of one hundred and seventy-seven questionnaires administered one hundred and seventy (170) completed copies were retrieved and used for analysis after three weeks of distribution.

The data analysis was carried out using mean, standard deviation, student multiple pair wise comparison and analysis of variance (one way), correlation and multiple regression analysis to answer the research questions and tested hypotheses formula in this study. The hypotheses were tested at 0.05 and 0.01 levels of significance.

Result and Discussions

Table 1: Distribution of Respondents by Gender

Gender	Frequency	Percentage
Male	76	44.7
Female	94	55.3
Total	170	100.0

Table 1 shows that in the total number of respondents, 94 or 55.3% are female library personnel and 76 or 44.3% are male. This indicates that in matters concerning library profession, there is a domain of female for the position

Table 2: Distribution of Respondents by Educational Attainment

Educational Attainment	Frequency	%
Diploma	24	14.1
BLIS degree	48	28.2
MLIS degree	92	54.1
Doctoral degree	2	1.2
Others	4	2.4
Total	170	100.0

Table 2 reveals that out of the 170 respondents 48 or 28.2% have BLIS degree while 92 or 54.1% have MLIS degree. This indicates that a number of library personnel are professionals but just a few number have doctoral degree which is now preferred in the academic environment.

Table 3: Distribution of the Respondents by Years of Service

Number of Years of Service	Frequency	%
1 year and below	10	5.9
2 years	15	8.8
3 years	42	24.7
4 years	47	27.6
5 years and above	56	33
Total	170	100.0

Table 3 shows the profile of the respondents in terms of years of service as library personnel. 56 or 33% have been in the service as library personnel for five years and above and others four years and below.

Level of job commitment among library personnel Table 4 shows that the job commitment levels of the respondents were above average with Babcock University having the least (51.9%) and Covenant University with the highest (61.8%)

Table 4: Mean and Standard Deviation of the Job commitment of the respondents

	Libraries	Mean	Std. Dev.	N	%
1	Lead City	56.1250	6.1514	8	4.7
2	Afe Babalola	56.2727	3.6357	11	6.47
3	BOWEN	53.1000	5.7048	10	5.9
4	Ajayi Crowther	53.6250	5.3168	8	4.7
5	Redeemer	57.5000	4.0540	24	14.1
6	Covenant	61.8824	10.9195	17	10
7	Babcock	51.9583	8.3326	24	14.1
8	JABU	54.5385	2.3315	13	7.7
9	Crawford	53.6000	5.0596	10	5.9
10	Crescent	57.0714	4.0281	14	8.23
11	Bells Tech.	58.0000	5.2154	6	3.5
12	Caleb	55.3333	15.6045	9	5.3
13	Achievers	56.3333	4.8477	9	5.3
14	ABU	55.5000	2.884	6	3.5
15	Oduduwa	52.0000	4. 332	1	0.6

Comparative levels of job commitment among librarians in Private Universities in South West Nigeria

Table 5:   Multiple (Pairwise) Job Commitment comparison among University Libraries

	Libraries	Libraries	Mean Diff	Std. Error	Sig.
1	Lead City Univ.	Redeemers Univ	-4.7308	2.4284	.05
2	Lead City Univ.	Covenant Univ	-8.5641	2.5667	.001
3	BOWEN Univ	Covenant Univ	-8.2333	2.7812	.004
4	Ajayi Crowther	Covenant Univ.	-7.7083	2.9964	.011
5	Redeemers Univ.	Babcock Univ	6.1154	2.4284	.013
6	Covenant Univ	Lead City Univ.	8.5641	2.5667	.001
7	Covenant Univ	BOWEN Univ.	8.2333	2.7812	.004
8	Covenant Univ	Ajayi Crowther	7.708.	2.9964	.011
9	Covenant Univ	Babcock Univ	9.9487	2.5667	.000
10	Covenant Univ	JABU Univ.	6.9048	3.1411	.029
11	Covenant Univ	Caleb Univ.	6.0000	2.8789	.039
12	Babcock	Redeemers Univ	-6.1154	2.4284	.013
13	Babcock	Covenant Univ	9.9487	2.5667	.000
14	Babcock	Crescent Univ.	6.7582	3.6059	.043
15	JABU Univ	Covenant Univ	6.9048	3.1411	.029
16	Babcock Univ	Covenant Univ	6.5833	2.2911	.005
17	Caleb Univ	Covenant Univ	6.0000	2.8789	.039
18	JABU Univ	Covenant Univ	6.667	3.3242	.047
19	Crescent library	Babcock Univ. Library	216.7582	3.6059	.043

Table 6: Relationship between leadership style and Job Commitment

Variable	Mean	Std. Dev.	N	R	P	Remark
Job Commitment	55.8176	7.2526				
			170	.408**	.000	Sig.
Leadership Style	51.9000	8.9850				

Sig. at .01 levels

Table 5 above shows the pairwise multiple comparison significant differences among the University Libraries. It reveals that that there are significant variations in the pairwise multiple comparison.

Hypothesis
Ho$_1$: There will be no significant relationship between Job Commitment of Library Personnel and Leadership Style

It is shown in the above table that there was significant relationship between Job Commitment of Library Personnel and Leadership Style (r = .408**, N= 170, P < .01).   Null hypothesis is rejected**.**

Discussion of findings
On the hypothesis that there is no significant relationship between leadership style and job commitment of the library personnel in private universities in southwest Nigeria, result shows that there was significant relationship between Job Commitment of Library Personnel and Leadership Style (r = .408**, N= 170, P < .01). Null hypothesis was rejected**.**   Most of the respondents agreed to a participative style of leadership which allows members to share in decision-making and problem-solving. The respondents acknowledge the fact that a leader is not expected to know everything. Leaders believe that there are knowledgeable and skillful members who can assist and support them in the decision making process. They provide mutual benefits to all members of the library. Furthermore, they provide opportunities to their subordinates to develop a high sense and reasonable personal growth and job commitment. The data also has good indication that no one among the respondent practices an authoritarian style of leadership. The findings support the study of Varghese (2004) that managers' use of a participative management style and the employees' perceptions of participative strategic planning with supervisory communication are positively associated with high levels of job satisfaction. Therefore, organizational leaders in the private sector should emphasize the gradual changing of organizational culture from the traditional pattern of hierarchical structure to participative management that will eventually lead to employees' empowerment and commitment to their job. The result also supports the idea of Hoerr (2006) that the art of school leadership is about relationships. School leaders should listen,

understand, motivate, and reinforce. They should incorporate others' ideas, talents, and energies that will lead them.

The tables reveal that the job commitment level of employees in the selected libraries was above average and that there were significant variations in job commitment among employees of the selected libraries. This validates the position of Ishaq (2008) that the level of job commitment among employees varies from one organization to another. He further added that these variations could be as a result of leadership styles, organizational policies and organizational citizen behavior.

Conclusions

Based on the abovementioned findings, the following conclusions were drawn:

1) The respondents are committed to their job. This is very good for the success of any organization as it will reduce the staff turnover rate and bring about stability in the organization.

2) It is best for library management to practice a participative type of leadership. It is believed that people become responsible with their actions and responsibilities if they are involved in the decision making process. Subordinates become less competitive and more collaborative when they are working hand in hand in action planning and goal setting. Thus, it could lead to a higher level of commitment and more effective decisions.

3) The respondents are generally satisfied and contented with their overall job as library personnel in private universities in the south west Nigeria.

Recommendations

In the light of the foregoing conclusions, the following recommendations are hereby forwarded:

1. The study revealed that respondent's level of job commitment has something to do with leadership style. This calls for leadership training to enhance their leadership styles and qualities and instill individual leadership awareness, thereby, making them to be more conscious to deal with challenges which is common to their respective jobs. Improving their leadership styles will create a powerful engine in inspiring others to understand their drawbacks and turning them into opportunities. Leadership style must be collaborative and emotionally open, so that, each member of the organization becomes energized and be engaged in maintaining efficiency and productivity even under pressure.

2. Inasmuch as the level of job commitment differs among the respondents in various institutions, there is a need to improve more on the kind of motivation the institutions gives to its library personnel. Provision of conducive and enabling environment

and healthy relationship among library personnel will in no small measure contribute to the overall success of such organization. The study recommends providing strategies on how management can improve working conditions of the library personnel, especially the availability of material and financial resources needed to perform their jobs effectively and efficiently. Remuneration is also an important factor to improve. This can be achieved by providing additional benefits, incentives, and privileges to keep library personnel motivated and committed in performing their duties.

3. It is also recommended that management should improve the skills, knowledge and competencies among library personnel by giving them the opportunity to effectively direct their own activities towards the achievement of organizational goals and objectives.

4. It is recommended that the present study may be reviewed, criticized, and even replicated using more varied samples, variables and other survey and measurement techniques to provide an opportunity for comparison of results.

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