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**Leadership styles, staff motivation and job satisfaction in private university
libraries in Osun State, Nigeria**

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Abstract

The study sought to examine the influence of leadership styles and staff motivation on job satisfaction in private university libraries in Osun State, Nigeria. The descriptive survey design was adopted for the study. Data were analyzed using descriptive and inferential statistics. Findings revealed that leadership styles and Staff motivation are predictors of job satisfaction of library staff. There was a high level of job satisfaction among library personnel due to the democratic leadership styles that were predominant. Most of the library staff were highly motivated with a higher level of intrinsic motivation than extrinsic motivation. The study concludes that leadership styles and Staff motivation are predictors of job satisfaction of library staff. Therefore, it is recommended that democratic leadership styles be adopted by libraries with more emphasis on extrinsic motivation.

Keywords: *Job satisfaction, leadership styles, staff motivation, private university libraries*

INTRODUCTION

The nature of the work of library personnel in universities necessitates a variety of responsibilities. A typical professional librarian must engage in teaching, research, and library duties. Aside from these obligations, librarians and other library staff are expected to work shifts, which contributes to the unfavourable work/life balance. These circumstances may cause them to be unhappy and dissatisfied with their jobs. However, Kaur stated in Ariyo and Okwilagwe (2020) that well-satisfied librarians are needed to make libraries more service-oriented. This implies that a satisfied library staff is motivated and that such library personnel would give satisfied library services to customers and guarantee that consumers are happy with the services provided.

Job satisfaction is an essential factor that means various things to different people. Job satisfaction is defined as a generally positive or negative attitude arising from specific work elements such as job aspects, individual traits, and group relationships outside of work (Rahman et al., 2019). Similarly, Esakkimuthu and Vellaichamy (2015) defined job satisfaction as a mood or state of mind considering the nature of personnel work. Job satisfaction may be influenced by some elements, including the quality of one's relationships with their supervisor, promotion prospects, the physical environment's quality, and the degree of fulfilment.

Job satisfaction amongst library personnel is critical for university libraries since it is one of the essential indicators of a successful library. The demand for job satisfaction among library personnel arises because pleased library staff are more likely to exert tremendous effort at their employment than dissatisfied peers. Mila (2011) observed that library employees are pleased with the work itself and the sense of achievement it provides but are unsatisfied with the promotion possibilities and work allocation. However, library staff job satisfaction may be affected by external factors such as leadership styles.

Leadership style is the way a leader gives direction, implements plans, and manages people. According to Nanjundeswaraswamy and Swamy (2014), leadership style is a social influence process in which the leader seeks the voluntary involvement of subordinates in order to achieve organizational goals. The leadership style exhibited by the library's administrator is critical to the library's efficient operation. The librarian's leadership style greatly impacts how successful and passionate the library staff is at producing per time to reach the library's stated goals and objectives.

Effective leadership styles may boost productivity, motivate, boost morale, encourage employees, and make a great impact on the library. As a result, three categories for judging leadership styles are used in the study: autocratic, democratic, and laissez-faire. Autocratic leadership styles are distinguished by individual control over all group members' actions and limited participation. Autocratic leaders make decisions based on their views and judgement, which necessitates authoritarian control for librarians. Democratic leadership styles, on the other hand, relate to a style in which members of the group are more involved in the decision-making process (Cherry, 2018). This means that decision-making is decentralized and that labour is compensated. The laissez-faire leadership style is characterized by leaders holding hands and allowing people to make decisions. However, regardless of the leadership style, if library personnel are not motivated, they may not achieve the most significant satisfaction.

Motivation encompasses all internal factors, such as wants, urges or motives, wishes, that ignite, guide, and maintain behaviour toward a goal (Edeh, 2010). Edeh further

described motivation as the processes, both logical and initiative, by which people attempt to achieve the fundamental desires, personal goals, and perceived requirements that drive human action. In the library system, motivation is aimed at inspiring library staff to work individually or in groups to produce the best results. It is the readiness to expend high amounts of effort toward organizational goals in exchange for meeting some individual need. Based on this definition, two aspects were utilized to evaluate motivation: intrinsic and extrinsic motivation.

Intrinsic motivation is defined as the drive that originates inside the individual. Library employees may be driven to complete tasks because it gives them a sense of success, mastery, and self-actualization. As a result, intrinsic motivation refers to the pleasure, interest, and satisfaction received from motivation. Extrinsic motivation is another aspect that contributes to staff motivation. Extrinsic motivation arises from outside the person, with the expectation to obtain external rewards such as money, perks, incentives, promotions, and recognition in exchange for job satisfaction (Dina & Olowosoke, 2018). Based on this background, leadership styles and staff motivation is perceived to be essential in retaining valued and competent library staff in the library system. Therefore, this development calls for the need to ascertain the relationship between leadership styles and staff motivation on job satisfaction of library personnel.

Statement of the Problem

Library staff are the most resourceful assets of the library, and as such, their statutory tasks are critical to achieving the library's goals and objectives. In most universities, the university library is the knowledge powerhouse since it is primarily responsible for supplying information items to suit its environment's teaching and learning demands. On the other hand, the effective operation of the university library depends on library staff who are in charge of the day-to-day operations of libraries. For library personnel to be productive in their professions, they must be satisfied with what they do. Unfortunately, this is not the case, as research indicates that certain libraries have a severe workload and shifts in tasks, which interfere with their work/family balance. This has been recognized as a source of high turnover in Nigeria as a result of discontent. Some aids have been proposed that may shift the status quo in university libraries. Leadership styles and employee motivation are two of these aids. Perhaps the proper leadership style can alleviate job-related stress, while staff motivation might inspire a passion for the task. In light of these considerations, this study was carried out to investigate the particular contribution of leadership style and staff motivation to Job satisfaction.

Objectives of the Study

The broad objective is to examine the influence of leadership styles and staff motivation on job satisfaction in private universities in Osun State, Nigeria.

Specifically, the study:

1. find out the level of job satisfaction of library staff in private universities in Osun State
2. identify the leadership styles prevalent in private universities in Osun State
3. examine the level of motivation of library staff in private universities in Osun State

Hypotheses

1. There is no significant relationship between leadership styles and job satisfaction of library staff in private universities in Osun State, Nigeria.
2. There is no significant relationship between staff motivation and job satisfaction of library staff in private universities in Osun State, Nigeria.
3. Leadership styles and Staff motivation have no joint significant influence on job satisfaction of library staff in private universities in Osun State, Nigeria.

Literature Review

Hoppock was the first to coin the phrase "job satisfaction" in 1935. Job satisfaction, according to Hoppock, is a mix of physical, psychological, and environmental elements that drive people to feel content with their jobs (Hoppock, 1935). Job satisfaction is an expression of how much employees love their jobs. It has to deal with how employees perceive their wages, coworkers, supervision, organizational policies, and prospects for advancement. It is also an essential factor in enhancing the organization's productivity and the career progression and success of its personnel (Kaba, 2017). It is vital in libraries for employees to be satisfied to continue giving their all to fulfil its fundamental goals. However, the leadership style of library managers may determine how satisfied library personnel are with their job.

Leadership style can be defined as the pattern or approach used by a leader to achieve organizational goals. Leadership style may also be defined as the technique and approach used to provide direction, implement strategy, and inspire others (Gemedo & Lee, 2020). It is essential to understand that different leadership styles exist for various situations, individuals, cultures, tasks or assignments, and organizational goals. Autocratic leadership, democratic leadership, and laissez-faire leadership are examples of leadership styles (Fentiman-Hall, 2018).

Autocratic leadership styles imply a situation in which the leader has absolute power. Members of his team or subordinates make little or no contribution. He takes decisions without consulting his team members, and as a result, there is little or no synergy. According to Segun-Adeniran (2015), it is a non-participatory leadership style since employees are not expected to provide opinions or comments. The leader is considered the all-powerful person when making decisions, even those involving his employees; he has the last say. It is important to emphasize that the decision-making process under an autocratic leadership style is swift since all input originates from the leader.

However, in a democratically led organization, the leader does not make all decisions; instead, it is a highly participative decision-making process in which subordinates are included in the decision-making process (Khan, 2015). In a democratic leadership style, authority is concentrated more with the group, and there is more communication among members. Management duties are shared among group members, with each member allowed to contribute to decision making, establishing norms, and carrying out processes (Onuoha et al., 2021). Employee creativity and inventiveness are often on the rise due to the democratic leader's participative nature. This participatory leadership style instils a strong sense of responsibility in workers simply by including them in decision-making and rewarding or penalizing them for actions taken, resulting in a stakeholder mindset.

Laissez-Faire leadership, on the other hand, is a style of leadership that denotes a 'carefree' sort of leadership. This is because employees in the organization are given much discretion when completing jobs or assignments. The laissez-faire leader recognizes that the group members perform well; the leader allows them to pursue their interests (Norris et al., 2021). This leadership style is used when workers are highly trained, experienced, and skilful.

Fanimehin and Popoola (2013) discovered significant relationships between leadership styles and job satisfaction among library personnel. This, however, was a study of library employees in Nigeria's federal civil service. Nwaigwe (2015) performed research in the eastern area of Nigeria, specifically in Imo state, that indicated a significant association between head librarian leadership styles and library staff job satisfaction. This research demonstrates that leadership styles are essential for the eventual satisfaction of library staff in the context of literature. Regardless of the leadership style libraries employ, leaders must be able to encourage people to work, especially given the wide range of tasks assumed by librarians and library professionals (Adetayo et al., 2021). As a result, motivation may be required.

Motivation is derived from motive, which refers to a person's needs, desires, wants, or drives. Motivation is made up of biological, emotional, social, and cognitive

components that drive behaviour. According to Onyeukwu and Ekere (2018), motivation is the internal and external components that drive desire and energy in individuals to be consistently engaged in and committed to job, role, or subject and make a persistent effort in reaching a goal. Extrinsic motivation and intrinsic motivation are the two types of motivation (Sennett, 2021).

Extrinsic motivation is completing a task or acting in response to external influences such as avoiding punishment or receiving a reward. The act of carrying out an activity for the purpose of the activity's inherent delight is referred to as intrinsic motivation. Intrinsic motivation refers to "internal" feelings such as satisfaction or pride in work well done. Intrinsic motivation is the desire to work hard just for the joy of finishing a task. Intrinsic motivation arises from a person's desire to be competent and self-determined, independent of extrinsic benefits.

Adeoye and Fields (2017) discovered that motivation influences workers' job satisfaction in the form of compensation management. As a result, if motivation is not done at a library, it may be challenging to achieve the university's stated objectives (Odeku & Odeku, 2015). No university library can be of higher quality than the staff's passion and job performance (Williams-Ilemobola et al., 2021).

Employee training and retraining, continual professional and educational progress and promotion are not prioritized by library management in Nigeria. Librarians have also been shown to be unsatisfied financially (Adetayo & Hamzat, 2021); however, they may or may not be content in other areas as well. According to the literature, libraries in underdeveloped countries such as Nigeria are suffering from financial difficulties as a result of a lack of attention from the government and parent organizations, which often affects library personnel. Regrettably, there is no particular platform where people may discuss their issues and problems. As a result, there is a need to concentrate on the obstacles and problems faced by library employees working in private university libraries in Osun state, Nigeria, because the state has characteristics relevant to the study's objective.

METHOD

Settings

Osun State is the location of the research. Osun State is an inland state in Nigeria's southwest. It has many rural towns with the capital as Osogbo. Osun is home to numerous renowned monuments in Nigeria, notably the campus of Obafemi Awolowo University, one of the country's preeminent institutions of higher learning. The institution is also located in Ile-Ife, an important early centre of political and religious growth in Yoruba culture. Ife, Ijesha, Oyo, Ibolu, and Igbomina of the

Yoruba people are the primary sub-ethnic groups of Osun State; however, individuals from other Nigeria areas live there. The official languages are Yoruba and English. Osun people practise Islam, Christianity, and African traditional religion. Osun was chosen as the research location due to the state's emphasis on education. This focus may have prompted the relocation of Redeemers University from Lagos to Osun state. Despite the federal government's poor funding allocation to Osun state, it boasts the second-largest number of universities in Nigeria. Also, there is little or no research that has studied the current variables in Osun. Therefore, the researcher finds the state as an excellent place to study.

Research Design

The study utilized the descriptive survey design to describe the relevant aspects of the phenomena of interest. The survey research design is appropriate for this study because it provided an accurate and valid representation of how the independent variables (leadership styles and staff motivation) determine the dependent variable (job satisfaction) among library staff in private university libraries, Osun State, Nigeria.

Population of the Study

The study population consisted of ninety-three (93) library staff in Osun State, Nigeria's four private university libraries. The four private university libraries used for the study were Fountain University Library, Osogbo; Adeleke University Library, Ede; Bowen University Library, Iwo and Redeemer's University, Ede. The library staff used in this study was professionals and non-professionals.

Sampling Size and Sampling Technique

The total enumeration technique was employed to cover all the ninety-three library staff in the four private university libraries because the target group was sizeable and set apart by an unusual and well-defined characteristic. Total enumeration sampling techniques were adopted by enabling easy access to the target audiences and having adequate information relevant to the study from the library staff. The total enumeration sampling technique gave the researcher a more in-depth insight into the target population.

Research Instrument

The instrument employed for the study was a structured questionnaire. The use of a questionnaire is pertinent since it can reach a large number of respondents and elicits data quickly and economically. Items included in the questionnaire were self-developed and adapted. Staff motivation scale was adapted from Yaya (2018),

Leadership styles scale was adapted from Jerome (2018) and job satisfaction scale were adapted from Yaya et al. (2016). Face and content validity was used to validate the research instrument. The research supervisors assessed the questionnaire to determine the instrument's face validity. In addition, some elements in the questionnaire were adjusted based on their suggestions/observations to ensure an accurate response from the sample population. The content validity was also done by supervisors, who judged and evaluated each item based on relevance, clarity, presentation, and consistency. Since this scale is adapted, therefore, only two aspects of content validity, i.e. relevancy and clarity, were evaluated by supervisors. After the phase of content validation, few minor changes were suggested by supervisors. The supervisors also observed that longer instruments influence the feedback response and tend to have less response rate. As a result, in line with the suggestions by supervisors, few items were modified and corrected for clarity, and few were excluded with the same meaning.

Method of Data Collection

After the scrutiny and correction, the copies of the questionnaire were administered to the library staff in the four (4) private university libraries in Osun State, Nigeria. Before administering the questionnaire, the researchers requested a letter of introduction from the Department of Library and Information Science, Federal Polytechnic Ede. This letter was presented to the management of the university libraries as means of identification and permitting the researcher to administer the copies of the questionnaire to the participants under the study. The questionnaire was handed out to the responders in person. Respondents were assured that any information they supplied would be kept absolutely confidential and used only for academic research reasons. Furthermore, such information was not made available to a third party. The study was conducted between May 23rd and June 10th, 2021. A total of 70 completed questionnaires were gathered, resulting in a 75.26 percent response rate. As a result, the whole 70 copies of questionnaires retrieved were included in this study's analysis.

Method of Data Analysis

The data gathered was collated and analyzed using descriptive and inferential statistics. Descriptive statistics such as frequency counts, percentages, mean and standard deviation scores were used to measure research questions 1-3. Inferential statistics were used to test the formulated hypotheses using Pearson Product Moment Correlation (PPMC) to analyzed hypotheses 1-2, while the multiple regression method was used to analyze hypotheses 3.

RESULTS

Demographic characteristics of the respondents

This section presents respondents' demographic information, which was analyzed using descriptive frequency counts and percentages statistics. The result is presented in Table 1.

Table 1: Demographic profiles of respondents

Socio-Demographic Characteristics	Categories	Frequencies (n=70)	Percentages
Gender	Male	25	35.7
	Female	45	64.3
Age Range	Below 30 years	18	25.7
	31-40 years	27	38.6
	41-50 years	17	24.3
	51 – 60 years	4	5.7
	Above 60 years	4	5.7
	Educational qualification	SSCE/WAEC	8
OND/Diploma		27	38.6
B.Sc/B.A		13	18.6
BLIS		5	7.1
M.Sc./M.A		2	2.9
MLIS		15	21.4
Marital status	Married	17	24.3
	Single	53	75.7
Designation	Library Assistant	34	48.6
	Library Officer	17	24.3
	Assistant Librarian	8	11.4
	Librarian I	4	5.7

Senior Librarian	4	5.7
Principal Librarian	3	4.3

The distribution according to gender, as shown in Table 1, revealed that the majority were more female (64.3%) between the ages of 31-40 years (38.6%) and married (75.7%). Regarding educational qualification, library personnel with diplomas had the highest number of respondents (27, 38.6%), followed by those with MLIS (15, 21.4%) while those with M.Sc. /M.A. was the least as expected. Regarding job designation, 48.6% were library assistants, 24.3% were library officers, and the remaining 30.0% were academic librarians (Assistant Librarian, Librarian I, Senior Librarian and Principal Librarian).

Table 2: Level of job satisfaction in private universities in Osun State

	SA		A		D		SD		<u>Mean</u>	<u>STD</u>	
	N	%	N	%	N	%	N	%			
Promotion (mean = 3.18, STD= 0.750)											
1	Regular promotion	22	31.4	34	48.6	10	14.3	4	5.7	3.06	.83207
2	Boss interest in career progress	23	32.9	33	47.1	12	17.1	2	2.9	3.10	.78297
3	Recommends for regular promotion	30	42.9	34	48.6	4	5.7	2	2.9	3.31	.71308
4	Promotion is proportional to the degree of my Input.	24	34.3	37	52.9	7	10.0	2	2.9	3.19	.72817
5	Promotion improves my job performance	26	37.1	38	54.3	4	5.7	2	2.9	3.26	.69545
Conducive work environment (mean = 3.34, STD=0.593)											
6	My office is a good place to work	36	51.4	30	42.9	2	2.9	2	2.9	3.46	.60638
7	My coworkers are pleasant	33	47.1	33	47.1	2	2.9	2	2.9	3.41	.60176
8	I like going to work every day	30	42.9	24	34.3	12	17.1	4	5.7	3.13	.52848
9	I have the necessary resources to do my job well	30	42.9	30	42.9	6	8.6	4	5.7	3.36	.63783
Employees recognition (mean =											

	3.30, STD=0.651)										
10	My viewpoint on workplace matters is valued	22	31.4	30	42.9	6	8.6	12	17.1	3.24	0.600
11	I am permitted to exercise my initiative on the work	25	35.7	33	47.1	6	8.6	6	8.6	3.27	0.612
12	I am widely respected	22	31.4	42	60.0	2	2.9	4	5.7	3.39	0.742
Overall Weighted Mean =3.23 AM=39.18 STD= 8.080											

Key: Strongly Agree (SA-4) Agree (A-3) Disagree (D-2) Strongly Agree (SA-1). AM = Arithmetic Mean, STD = Standard Deviation. **Decision Rule:** 1-1.49 = VL (Very Low), 1.5-2.49 = L (Low), 2.5-3.49 = H (High), while 3.5-4 = VH (Very High). The criteria mean =2.50.

The findings for job satisfaction of library staff at private universities in Osun States are presented in Table 2. Job satisfaction was considered under three indicators of promotion, conducive work environment and employee recognition. The promotion indicator result implies a high level of job satisfaction in the areas of promotion with a weighted mean of 3.18. This means that library personnel in private universities in Osun State were satisfied with a high level of promotion obtainable in the universities.

Further, the result on a conducive work environment revealed that the majority of the respondents affirmed a high level of conducive work environment in private universities in Osun State with a weighted mean score of 3.34. In addition, the level of satisfaction of library personnel in private universities in Osun State in the area of employees recognition had a weighted average of 3.30. This means that there was a high level of satisfaction by library personnel in private universities in Osun in employee recognition.

Finally, the overall weighted mean on job satisfaction among library personnel in private universities in Osun State was 3.23, which indicates a high level of satisfaction. Therefore, it is concluded that the level of job satisfaction among library personnel in private universities in Osun State was high. In other words, library personnel were highly satisfied and contented with the level of promotion activities, conducive work environment and employee recognition obtainable in private universities in Osun State.

Table 3: Leadership styles in private universities in Osun State

	SA	A	D	SD	Mean	STD
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Leadership Style
(mean = 2.37,
STD=0.867)

9	Leaders in my library offer subordinates total flexibility to handle problems on their own	12	17.1	30	42.9	24	34.3	4	5.7	2.51	0.819
10	Leaders in my library feel that it is preferable to leave subordinates alone	12	17.1	16	22.9	32	45.7	10	14.3	2.13	0.941
11	Leadership at my library stays out of the way of subordinates as they work	4	5.7	25	35.7	33	47.1	8	11.4	2.36	0.762
12	In difficult situations, leaders delegate issue solving to subordinates	10	14.3	25	35.7	23	32.9	12	17.1	2.47	0.944

Overall Weighted Mean =2.47 AM=29.66 STD= 9.466

Key: Strongly Agree (SA-4) Agree (A-3) Disagree (D-2) Strongly Agree (SA-1). AM = Arithmetic Mean, STD = Standard Deviation. **Decision Rule:** 1-1.49 = VL (Very Low), 1.5-2.49 = L (Low), 2.5-3.49 = H (High), while 3.5-4 = VH (Very High). The criteria mean =2.50.

The results on the types of leadership styles predominant in private universities in Osun State is presented in Table 3. Leadership styles were considered under three indicators: Autocratic leadership styles, Democratic Leadership Styles, and Laissez-faire Leadership Styles. On autocratic leadership styles, most respondents affirmed a low level of prevalence of Autocratic leadership styles with a weighted mean score of 2.13. This means that library personnel in private universities in Osun State affirmed that even if there was an autocratic leadership style, it was not prevalent in private universities.

Further, the result on Democratic Leadership Styles revealed that most of the respondents affirmed a high level of Democratic Leadership Styles being practiced in private universities in Osun State with a weighted mean score of 2.91. In addition, the result on Laissez-faire Leadership Style revealed that the majority of the respondents affirmed that there was a low level of Laissez-faire Leadership Style being practised in private universities in Osun State weighted mean score of 2.37. It could be deduced

from the foregoing results that democratic leadership styles were predominantly being adopted in private universities in Osun State but with traits of Laissez-faire Leadership Style.

Table 4: Level of job motivation of library personnel in private universities

	INTRINSIC (mean = 3.13, STD=0.727)	VH		H		L		VL		Mean	STD
		N	%	N	%	N	%	N	%		
1	Prospect to put my skills to use	22	31.4	40	57.1	2	2.9	6	8.6	3.21	0.826
2	I enjoy a sense of accomplishment and challenge	19	27.1	43	61.4	6	8.6	2	2.9	3.18	0.679
3	Positive acknowledgment	17	24.3	45	64.3	6	8.6	2	2.9	3.10	0.663
4	My supervisor treats me in a loving and focused manner	14	20.0	40	57.1	12	17.1	4	5.7	2.91	0.775
5	my work experience enhances my successful job performance	25	35.7	39	55.7	4	5.7	2	2.9	3.24	0.690
	ENTRINSIC (mean = 3.06, STD=0.747)										
6	Job security	20	28.6	39	55.7	9	12.9	2	2.9	3.10	0.725
7	Opportunities for advancement and growth in the workplace	20	28.6	31	44.3	15	21.4	4	5.7	2.96	0.859
8	Career advancement and training	20	28.6	42	60.0	4	5.7	4	5.7	3.11	0.753
9	Wage and salary payments that are appropriate	16	22.9	44	62.9	8	11.4	2	2.9	3.06	0.679
10	Excellent working conditions	18	25.7	40	57.1	10	14.3	2	2.9	3.06	0.720
Overall Weighted Mean =3.09 AM=30.93 STD= 7.369											

The results on the level of job motivation of library staff in private universities in Osun State is presented in Table 4. Job motivation was considered under two indices of intrinsic and extrinsic motivation. On intrinsic motivation, most of the respondents

in the private universities surveyed affirmed a high level of intrinsic motivation with a weighted mean of 3.13. Similarly, the result on the extrinsic motivation of respondents in the private universities under investigation revealed that the majority of the respondents affirmed a high level of extrinsic motivation in private universities in Osun State with a weighted mean score of 3.06. The implication is that library personnel in private universities in Osun State were intrinsically and extrinsically motivated.

Tests of Hypotheses

Three hypotheses were tested at 0.05 level of significance. Hypotheses one and two were tested using PPMC, while the third hypothesis was tested using regression analysis. Thus, the results of the hypotheses are presented in this section.

Hypothesis one: There is no significant relationship between leadership styles and job satisfaction of library staff in private universities in Osun State, Nigeria.

Table 5: Correlation analysis showing the relationship between leadership styles and job satisfaction of library staff in private universities in Osun State

Variables	Mean	STD	N	R	Sig. P	Remark
Leadership styles	29.66	9.466	70	0.331	0.000	Sig
Job satisfaction	39.18	8.080				

The relationship between leadership styles and job satisfaction of library personnel in private universities in Osun State is presented in Table 5. The results showed that there was a significant positive relationship between leadership styles and job satisfaction of library personnel in private universities in Osun State. ($r = .331^{**}$; $p < 0.05$). This means that as leadership styles improve, it is expected that the level of job staff satisfaction among staff would increase accordingly. Therefore, the null hypothesis that there is no significant relationship between leadership styles and job satisfaction of library personnel in private universities in Osun State is rejected. In other words, leadership styles positively impacted the level of job satisfaction enjoyed by library staff in private universities in Osun State.

Hypothesis two: There is no significant relationship between staff motivation and job satisfaction of library staff in private universities in Osun State, Nigeria.

Table 6: Correlation analysis showing relationship between Staff Motivation and job satisfaction of library staff in private universities in Osun State

Variables	Mean	STD	N	R	Sig. P	Remark
Staff Motivation	30.93	7.369	70	0.479	0.000	Sig
Job satisfaction	39.18	8.080				

The relationship between staff motivation and job satisfaction of library personnel in private universities in Osun State is displayed in Table 6. The results showed that there was a significant positive relationship between leadership styles and job satisfaction of library personnel in private universities in Osun State. ($r = .479^{**}$; $p < 0.05$). This means that as staff motivation improves, it is expected that the level of job staff satisfaction among staff would increase accordingly. Therefore, the null hypothesis that there is no significant relationship between staff motivation and job satisfaction of library personnel in private universities in Osun State is rejected. In other words, staff motivation positively impacted the level of job satisfaction attained by library staff in private universities in Osun State.

Hypothesis three: Leadership styles and Staff motivation have no joint significant influence on job satisfaction of library staff in private universities in Osun State, Nigeria.

Table 7: Joint influence of leadership styles and staff motivation on job satisfaction of library staff in private universities

R	R-square	Adjusted R-Square	Std. Error of the Estimate		
0.464	0.215	0.191	0.76808		
ANOVA					
Source of Variation	Sum of Square	Df	Mean square	F	Sig.
Regression	10.816	2	45.623	9.167	0.000*

Residual	39.527	67	0.079		
Total	50.343	69			

The prediction of the two independent variables (leadership styles and staff motivation) to the dependent variable (job satisfaction) was presented in Table 7. The result revealed that leadership styles and staff motivation positively correlated with job satisfaction of library personnel in private universities in Osun State. The result further revealed a coefficient of multiple correlations (R) of 0.464 and a multiple R square of 0.215. This means that the two predictor variables accounted for 21.5% of the variance in job satisfaction when taken together. The significance of the composite contribution of the prediction was tested at $\alpha < 0.05$ using the F-ratio at the degrees of freedom (df = 2, 68). Also, it could be observed from the Table that the analysis of variance for the regression yielded an F-ratio of 0.7680 (significant at 0.05 level). This implies that the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance. Thus, the hypothesis that Leadership styles and Staff motivation have no joint significant influence on the job satisfaction of library staff in private universities in Osun State, Nigeria, is rejected.

This implies that there is a joint significant influence of Leadership styles and Staff motivation on job satisfaction of library staff in private universities in Osun State, Nigeria. In other words, Leadership styles and Staff motivation are significant predictors of job satisfaction of library staff in private universities in Osun State, Nigeria.

Further analysis of the relative contribution of independent variables to the dependent variable is presented in Table 8

Table 8: Relative influence of leadership styles and staff motivation on job satisfaction of library staff in private universities

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.197	.347		3.454	.001
Leadership styles	.348	.142	.293	2.456	.010
Staff Motivation	.227	.106	.256	2.139	.006

a. Dependent Variable: Job satisfaction

The relative contribution of the two independent variables to the dependent variable was expressed as beta weights in Table 4.13. Using the standardized regression coefficients to determine the relative contributions of the independent variables to the explanation of the dependent variable (job satisfaction), the relative contributions of the independent variables to the dependent variable are as follows: Leadership styles ($\beta = 0.348$, $t = 2.456$) and Staff Motivation ($\beta = 0.227$, $t = 1.06$). This implies that the leadership styles and staff motivation positively influence the job satisfaction of library staff in private universities in Osun State, Nigeria.

Discussion of findings

Job satisfaction has been referred to as a set of pleasant or unfavorable feelings and emotions associated with employees' perceptions of their employment. When job satisfaction is high, research has enumerated the possible advantages, and when it is low, research has enumerated the drawbacks. Although, the bulk of research in this area has been in the field of psychology. However, the current study focused on library personnel and discovered that job satisfaction was high in private universities in Osun State, Nigeria. This is supported by Tella & Ibinaiye (2019), who found that library staff are primarily satisfied with their jobs. It is worthy to note that though library personnel were found to be satisfied with their job, a previous study found that librarians in Osun state were not satisfied with their finance (Adetayo & Hamzat, 2021), and finance is a major motivating factor that has been a significant challenge for many Nigeria libraries (Adetayo et al., 2021).

The study revealed that democratic leadership is the most practised in university libraries. This is corroborated by Kwanya and Stilwell (2018), who found that most library executives prefer a democratic leadership style. Akparobore and Omosekejimi (2020) discovered that virtually all library staff members in university libraries in South, Nigeria believe that democratic leadership, if implemented by staff members at the management level in academic libraries, will allow for optimum quality job productivity and effectiveness among library staff members. As a result, Wilson (2020) proposed a democratic communication model to integrate democratic leadership approaches with transformative practices and aims.

Findings revealed that library personnel are highly motivated on the job. This is supported by Bamgbose and Ladipo (2017), who discovered that various forms of motivations such as job security, wages and salary, relationship with colleagues, staff appraisal, financial incentives, and reward were available to library employees; and that most of the motivational parameters had a significant influence on the

performance of the library employees. In addition, this present study discovered that both intrinsic and extrinsic incentives were present in the library. In relation to this, one of the library staff in the study region stated that "opportunity to study for higher degrees was highly motivating". This is corroborated by Hussain and Soroya (2019), who demonstrated that introjections and inner motivating variables were important motivators. However, a recent study discovered that professional library personnel are substantially more motivated at work than their nonprofessional colleagues (Tella & Ibinaiye, 2019). This might be related to librarians' strong emotional intelligence, which allows them to regulate better their emotions and environment (Williams-Ilemobola et al., 2021).

The findings indicated a substantial and positive relationship between leadership styles and library personnel's job satisfaction in Osun State private universities. This discovery backs up the findings of previous investigations. For example, Rizi et al. (2013) investigated the link between leadership styles and job satisfaction among workers and identified substantial and meaningful correlations between leadership styles and job satisfaction. The strength of the correlations established in the research implies that overall leadership styles significantly influence employee job satisfaction. This means that the leadership styles used by the leader/manager will impact employee job satisfaction in organizations such as libraries and information centres.

Furthermore, Fanimihin and Popoola (2013) used a correlational study methodology and a questionnaire to gather data on the impacts of career development, work motivation, and leadership styles on job satisfaction of library employees in Nigeria's federal civil service. They observed that there were substantial correlations between leadership styles and library staff job satisfaction. Similarly, Mehrad and Fallahi (2014) showed a strong link between leadership styles and employee work satisfaction. They went on to say that leadership styles may impact work satisfaction and that these factors have a strong link, and that the role of leadership styles is an evident severe issue in every organization when it comes to job satisfaction.

Nwaigwe (2015) revealed a strong relationship between head librarian leadership styles and library staff job satisfaction in another study. Similarly, Javed et al. (2014) studied leadership styles and employee job satisfaction using a case study from Pakistan's private banking sector and discovered that there is a significant correlation between leadership styles and employee job satisfaction in the banking sector. They also suggested that organizations should train their leaders to adopt leadership styles that encourage job satisfaction.

The findings indicated a strong relationship between library staff motivation and job satisfaction in private universities in Osun State. This means that the high level of job

satisfaction found out among library personnel in Private universities in Osun State was not unconnected with the level of staff motivation. This finding supports Adeoye and Fields (2017), who researched compensation management and employee job satisfaction in Nigeria and discovered that compensation management affects work satisfaction (motivation,) financial compensation and non-financial compensation, and employees' job satisfaction. This suggests that financial incentives, such as pay, systematic development, and other fringe benefits, and non-financial motivation, such as a pleasant working environment and recognition, are essential variables determining librarian job satisfaction.

Findings showed that there was a joint significant influence of Leadership styles and Staff motivation on job satisfaction of library personnel in private universities in Osun State, Nigeria. This study's findings partially support the findings of Martin (2020), who identified many significant characteristics that affected respondents' job satisfaction. These include a strong identification with their present library and culture and work environment; colleagues; leadership; remuneration; diversity and inclusion; workload; meaningful work; external acknowledgement of the library's worth; and feeling personally valued and appreciated. Yaya (2019) has shown that work satisfaction has a beneficial impact on the overall productivity of librarians in Nigerian public university libraries. Furthermore, the study revealed that library staff who are content with their work are happy and productive. The wellbeing of librarians should thus be addressed carefully in public university institutions. They should be driven to carry out their functions successfully and adequately. It is appropriate to identify and implement such motivational elements that would increase employees' happiness in the university community.

CONCLUSION

The study concludes that leadership styles and Staff motivation are predictors of job satisfaction of library staff. In other words, effort on adopting suitable Leadership styles and constant staff motivation will lead to eventual job satisfaction by library personnel. There was a high level of job satisfaction among library personnel in the study region due to the democratic leadership styles that were predominantly with traits of Laissez-faire Leadership Style. Most of the library staff were highly motivated with a higher level of intrinsic motivation than extrinsic motivation. There was a high level of Job security, Career advancement and development opportunities, Training and career development, Payment of reasonable salaries and wages, and Good working conditions. Therefore, it is recommended that there is a need for a growth period for library personnel that will be accompanied with training for more skills and promotions for advancement in their career. This can be achieved through effective leadership styles and staff motivation. This will enable the library professionals and para-professionals in private universities to attain job satisfaction in their chosen careers. Since job satisfaction leads to a more productive workforce,

more organizational success, and high quality of work-life, it is therefore submitted that library personnel's high level of job satisfaction in private universities be sustained so that their full potentials will be harnessed.

Contribution to Practice and Scholarship

The research makes a significant contribution to practice since most research in this area has focused on the business environment. However, this current research is targeted towards library personnel in a developing nation context. Also, the unique settings of the research provide the global library community to envisage the potentials of leadership styles and staff motivation in predicting job satisfaction beyond the borders of the developed world. Furthermore, due to inadequate budget allocations, many libraries in Nigeria struggle to satisfy collection standards, leaving little resources for library personnel to work with. Nonetheless, the study found that, despite the obstacles, appropriate management leadership styles accompanied by motivation may transform the way personnel perceive their jobs. This has significant ramifications for scholarship. As a result, it beckons on library bodies worldwide to establish policies that promote proper leadership styles and motivation as a routine in libraries.

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