



Relationship between Library Employees' Job Motivation and Leadership Styles in Southwest State Universities, Nigeria

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Abstract

This study investigated the relationship between library employees' job motivation and leadership style in Southwest State Universities in Nigeria. The study adopted survey research of the correlational type. The population for the study consisted all 340 library personnel from state university libraries in Southwestern Nigeria. Total enumeration sampling technique was adopted to cover all the 340 library personnel in the six state universities in Southwestern Nigeria. The instrument used for data collection was an adapted questionnaire. Descriptive and Inferential statistics were used to answer the research questions and test the stated hypotheses with the aid of statistical product and service solution (SPSS) version 20.0 at 0.05 level of significant. The findings indicated that respondents have a high level of job motivation since the overall weighted mean $\bar{x} = 2.80$, std dev.= 0.89 and the finding reveals that leadership styles ($r = .630$; $p < 0.05$) has significant positive relationship with job motivation of library personnel in the state universities in Southwestern Nigeria. Job motivation fosters the attitudes of the employees, thereby making them engage in positive behaviours to work beyond their basic job duties. The study concludes that both job motivation and leadership styles significantly influence the attitude and behaviours of library personnel in Southwest state universities in Nigeria. It therefore recommended that organisations should focus on enhancing job motivation and developing transformational leaders to promote a culture of citizenship behaviour among employees in these institutions.

Keywords: Job motivation, library employee, leadership styles, organisational culture

Introduction

Leadership, according to Northouse (2018) in Bwalya (2023), is the act of persuading and directing people towards the accomplishment of a shared objective or vision. To put it simply, leadership is the capacity to encourage, motivate and facilitate groups of people to collaborate and perform well (Bwalya, 2023: 181). As a crucial variable, "job motivation" refers to the internal and external forces that motivate people to achieve and maintain their goals connected to their jobs in the context of library. This can include extrinsic elements like pay, recognition and work stability in addition to intrinsic factors like job satisfaction, the desire for personal development and a sense of accomplishment (Ezeani & Okafor, 2018). A leader's attitude to leadership is reflected in their style. It displays the leader's inclinations, principles and convictions on the best ways to guide and impact people. The dynamics, output and culture of a group or organisation may be affected in a variety of ways by the various leadership philosophies that exist (Bwalya, 2023: 181). Although various leadership philosophies are currently employed in various university libraries, it ranges from autocratic and transactional to democratic and transformational (Akidi & Chukwueke, 2020: 18).

Furthermore, the interaction between job motivation and leadership style is complex and bidirectional. Effective leadership is essential to an organization's success as it affects output, work satisfaction and staff morale. Equally, employees' job motivation can also influence the leadership style adopted by leaders. For example, highly motivated employees may respond better to transformational leadership, which focuses on inspiring and empowering employees, while less motivated employees may require a more directive or transactional leadership approach (Qin, 2023: 12). Furthermore, situational factors such as organisational culture, the nature of the work and the level of employee engagement can also mediate the relationship between job motivation and leadership style (Ezeani & Okafor, 2018). Understanding these complex interactions is essential for promoting a positive work environment and enhancing employee satisfaction and performance within library settings in Southwest Nigeria.

The various leadership styles can influence employees' job motivation in different ways. Autocratic leadership, for example, which is characterised by a top-down approach where the leader makes decisions without input from employees, may lead to lower job motivation among employees. This is because autocratic leaders typically provide little autonomy or opportunities for employees to contribute ideas, which can result in feelings of disempowerment and disengagement. On the other hand, democratic leadership, which involves a more participatory approach where leaders involve employees in decision-making, can enhance job motivation by giving employees a sense of ownership and involvement in the decision-making process (Akidi & Chukwueke, 2020: 20).

Transformational leadership, which focuses on inspiring and motivating employees to achieve their full potential, can also have a positive impact on employees' job motivation. Transformational leaders often communicate a compelling vision and set high expectations for performance, which can inspire employees

to work towards common goals and feel a sense of purpose in their work (Riggio, 2020). This can lead to higher levels of job satisfaction and motivation among employees. Transformational leadership is a popular leadership approach that works well in academic library environments as well as many other kinds of organisations. These leaders foster a shared vision and subtly nurture innovation in order to excite and encourage their staff (Bwalya, 2023: 182). Transformational leadership is frequently commended for its impact on staff participation and creativity. It is founded on idealised influence, intellectual stimulation, personalised attention and inspiring motivation. This kind of leadership is especially appropriate for academic libraries, where ever-evolving information kinds and technology advancements necessitate ongoing adjustment. Transformational leadership may have an impact on the performance of libraries, as evidenced by a 2009 study by Avolio et al. that revealed a positive association between organisational effectiveness and transformational leadership in academic contexts.

Transactional leadership, on the other hand, which is based on a system of rewards and punishments for performance, may have a more mixed impact on employees' job motivation. While rewards such as bonuses or promotions can motivate employees to perform well, the reliance on external incentives may not be sustainable in the long term and may not address the underlying factors that drive job motivation (Ezeani & Okafor, 2018). Overall, the relationship between leadership styles and job motivation among library employees in Southwest Nigeria is complex and multifaceted. By understanding these interactions and tailoring leadership approaches to the needs of employees, library managers and leaders can create a positive work environment that promotes employee satisfaction, engagement and performance.

Statements of the Problem

Despite the critical role of effective leadership and job motivation in enhancing organisational performance, there is a gap in the literature regarding the relationship between leadership styles and job motivation among library employees in the State Universities in Southwest Nigeria. Existing studies have primarily focused on other regions or industries, making it challenging to generalise findings to this context. Moreover, the specific impact of leadership styles, such as transformational, transactional and democratic, on employees' job motivation within Southwest Nigerian libraries remains underexplored. This gap in knowledge inhibits the development of tailored strategies to enhance employee motivation and improve organisational outcomes in the library sector in Southwest Nigeria. Furthermore, leadership styles within Nigerian universities can significantly impact the job motivation of library personnel. Transformational leadership, characterised by inspirational leadership, intellectual stimulation and individualised consideration, has been shown to positively influence employee motivation and performance (Smith, 2020: 123).

Objective of the study

The major objective of this study is to investigate the relationship between library employees' job motivation and leadership styles in State universities in Southwest Nigeria. The study aims to analyse how different leadership styles employed by the library managers impact the motivation levels of their employees. Specifically, this study intends to:

1. find out the level of job motivation of library personnel in the state universities in Southwestern Nigeria;
2. ascertain the dominant leadership styles practised in the state universities in Southwest Nigeria; and
3. examine the relationship between job motivation and leadership styles of library personnel in the state universities in Southwestern Nigeria.

Reviewed of Related Literatures

The relationship between leadership style and job motivation among library personnel in State universities in southwest Nigeria was examined through a review of relevant literature.

Leadership Styles in Nigerian Organisations

Leadership styles in Nigerian organisations have been a subject of extensive research due to their significant impact on employee motivation, performance and organisational success. According to Ayinde and Adeyemi (2020), Nigeria, like many other countries, has a diverse range of leadership styles, including transformational, transactional and charismatic leadership. Transformational leadership, characterised by inspirational leadership, intellectual stimulation, individualised consideration and idealised influence, has been found to be particularly effective in Nigerian organisations. This style of leadership style emphasises the importance of vision, motivation and empowerment in driving organisational change and achieving goals. On the other hand, transactional leadership, which focuses on the exchange of rewards and punishments for performance, is also prevalent in Nigerian organisations, especially in the civil service setting but is often seen as less effective in motivating employees in the long term. The authors reiterated that this style of leadership relies on contingent rewards and corrective actions, which may not align with the cultural values and expectations of Nigerian employees. Charismatic leadership, characterised by the leader's ability to inspire and influence followers through their personality and vision, is also common in Nigerian organisations (Ayinde & Adeyemi, 2020).

Charismatic leaders often have a strong emotional appeal and are able to rally employees around a common goal or vision. However, this style of leadership can also be risky, as it relies heavily on the leader's personality and may not be sustainable in the long term. Largely, the choice of leadership style in Nigerian organisations is influenced by a variety of factors, including organisational culture, employee expectations and the nature of the work. While transformational leadership has been found to be effective in motivating employees and driving organisational change, it is essential for leaders to adapt their leadership style to the specific needs and circumstances of their organisation. By understanding the different leadership styles and

their impact on employee motivation and performance, leaders in Nigerian organisations can create a more positive and productive work environment (Ayinde & Adeyemi, 2020; Fawwaz, 2022),.

Job Motivation in Nigerian Libraries

Job motivation in Nigerian libraries is a critical area of study that impacts employee performance, job satisfaction and overall organisational effectiveness. Motivated employees are more likely to be engaged in their work, contribute positively to the organisation and achieve higher levels of job satisfaction (Ugwu & Okoye, 2018). However, motivating employees in Nigerian libraries can be challenging due to factors such as limited resources, bureaucratic structures and cultural influences. One of the key factors influencing job motivation in Nigerian libraries is the organisational culture. Nigerian libraries often have hierarchical structures and bureaucratic processes that can impact employee motivation (Ogunsola, 2017).

Also, the cultural context of Nigeria, with its emphasis on respect for authority and traditional values, can influence how employees are motivated and engaged in their work (Ogunsola, 2017). Another factor that influences job motivation in Nigerian libraries is the leadership style adopted by library managers. Transformational leadership, which focuses on inspiring and motivating employees, has been found to be effective in enhancing job motivation in Nigerian organisations (Ezeani & Okafor, 2018). Transformational leaders in Nigerian libraries are able to create a positive work environment, set clear goals, and provide support and encouragement to their employees, which can lead to higher levels of motivation and job satisfaction.

Furthermore, the nature of the work in Nigerian libraries can also impact job motivation. Library work can be challenging and demanding, requiring employees to have a high level of dedication and commitment. However, factors such as limited resources, outdated technology and bureaucratic processes can create barriers to job motivation (Ogunsola, 2017). To improve job motivation in Nigerian libraries, it is important for library managers to adopt strategies that address these challenges. This can include creating a positive work environment, providing opportunities for professional development and recognising and rewarding employee contributions (Ugwu & Okoye, 2018). Moreover, library managers should consider the cultural context of Nigeria and how it influences employee motivation and tailor their approaches accordingly (Ogunsola, 2017). In conclusion, job motivation in Nigerian libraries is influenced by a variety of factors, including organisational culture, leadership style and the nature of the work. By understanding these factors and adopting strategies to address them, library managers can create a more motivating work environment that enhances employee performance and job satisfaction.

Organisational Culture in Nigerian Libraries

Organisational culture plays a significant role in shaping the work environment, employee behaviour and overall performance of institutions, including libraries. In Nigeria, organisational culture in

libraries is influenced by a variety of factors, including the country's history, socio-cultural context and organisational structures. Understanding the organisational culture of Nigerian libraries is crucial for library managers and leaders to create a positive and effective work environment that supports the goals and objectives of the institution. One of the key aspects of organisational culture in Nigerian libraries is the hierarchical structure and bureaucratic processes that often characterise these institutions. Nigerian libraries, like many other organisations in the country, tend to have a top-down management approach, where decision-making is centralised at the top levels of the organisation (Ezeani & Okafor, 2018). This hierarchical structure can impact communication, collaboration and employee motivation, as employees may feel disempowered and less engaged in their work.

Furthermore, the cultural context of Nigeria, with its emphasis on respect for authority and traditional values, also influences the organisational culture of libraries in the country. In Nigerian libraries, there is often a strong emphasis on hierarchy, respect for elders and adherence to rules and procedures (Ugwu & Okoye, 2018). While these cultural values can provide stability and order within the organisation, they can also create barriers to innovation, creativity and flexibility, which are important for libraries to adapt to changing environments and meet the needs of their users. Moreover, the organisational culture of Nigerian libraries is also shaped by external factors such as government policies, funding constraints and technological advancements. For example, limited funding for libraries in Nigeria can impact the resources available for staff training, collection development and technology upgrades, which can in turn affect the organisational culture (Ogunsola, 2017).

The autonomy and decision-making procedures inside libraries can also be impacted by laws and regulations from the government, which further shapes the organisational culture. It is imperative that library managers and leaders in Nigeria take cognizance of these issues and use tactics that foster cooperation, communication and staff participation in order to establish a healthy organisational culture inside their libraries. This may entail establishing an atmosphere of candor and openness, supporting originality and inventiveness and offering chances for professional advancement (Ezeani & Okafor, 2018). Nigerian libraries have the potential to boost staff motivation, increase work satisfaction and ultimately improve user services by fostering a healthy organisational culture.

Methodology

Survey research of the correlational type was used as the most appropriate methodology to investigate relationship between two or more variables or to obtain a large sample size. The survey method is the most commonly used method in social sciences research (Odukoya, 2022), as well as library and information science research (Aspasia and Afrodite, 2017). The survey method is best suited for this study because it helped the researcher elicit respondents' information or collected the necessary data from the large population of library personnel in the State universities in Southwest Nigeria, which is the study's focus. The research target population was 340 library personnel from state university libraries in Southwest

Nigeria. The personnel are classified as Librarians or professionals, library officers, library assistants or non-professionals. These libraries were located in the states of Oyo, Ogun, Lagos, Ondo, Osun and Ekiti. The list of accredited and functional staff population in each library was obtained through personal contacts.

Sampling technique and sample size

Total enumeration approach was adopted to cover all the 340 library personnel in the six state universities in Southwestern Nigeria. An enumeration and study of an entire population at much less cost, with greater efficiency and some times greater accuracy (Singh & Masuku, 2014).

Research instrument(s)

Questionnaire was the primary data collection tool. The Job Motivation and Leadership Styles of Library Personnel Questionnaire was the name of the survey (JMLSPL). A through C was the three sections of the questionnaire.

Section A: The demographic information collected from respondents includes gender, age, occupation, library name, marital status, highest educational background and designation. The questionnaire mostly includes Likert-type items, which will be rated on a four-point scale as follows: SA= Strongly Agreed = 4, A= Agreed = 3; D= Disagreed = 2, SD=Strongly Disagreed = 1. Aside from the demographic information, the questionnaire include two subscales. The following are the descriptions of these subscales:

Section B: Job motivation of library personnel: A 25-item adaptation of Idiegbeyan-Ose et al. (2019) linked between employee motivation and job satisfaction of staff in public university libraries in Nigeria, a four-point Likert scale was used, with responses ranging from (4) Strongly Agreed, (3) Agreed, (2) Disagreed, (1) Strongly Disagreed. Using the Cronbach-alpha method, the scale has a reliability coefficient of 0.84.

Section C: Dominant leadership styles in state university libraries: The nexus between Leadership Style and Job Satisfaction of Library Staff at State University Libraries in the South-West of Nigeria was investigated on a four-point Likert scale (Idiegbeyanose, 2018 and Okeoghene, 2018). The responses varied from (1) Strongly Disagree to (4) Strongly Agreed. According to the Cronbach alpha technique, Idiegbeyanose's (2018) scale has a reliability coefficient of 0.87, whereas Okeoghene's (2018) scale has a reliability coefficient of 0.9.

Validity and reliability of research instrument

Validity is the extent to which an instrument truly assesses the variable or variables under consideration (Odukoya, 2022) while validity is a more significant and thorough characteristic than reliability (Aspasia and Afrodite, 2017). Construct and content validity tests were performed on the developed job motivation and leadership styles of library staff members. Five more professors from the

Department of Library, Archival and Information Studies assessed and modified the questionnaire for face validity in order to assure the content validity of the instrument. This made it possible to make the required changes to the questionnaire before it was ultimately given to the respondents and its reliability assessed. To ascertain the instrument's dependability, thirty copies were pre-tested on Kwara State University, Malete, Ilorin library staff. From this group of responders who are not part of the research population, the instruments' reliability coefficient was determined. This study employed a self-structured questionnaire in addition to one with standardised scores, which has been used extensively by researchers in other investigations. The JMLSPL Questionnaire yielded three subscales. The degree of job motivation among library staff, the dominant leadership philosophies and the degree of organizational citizenship behavior displayed by library staff comprised the three variables.

Method of data analysis

The data was coded and analysed using the descriptive and inferential statistics software application Statistical Package for the Social Sciences (SPSS). To address research questions 1–5, inferential and descriptive statistics such as frequency, tables, percentages, mean and standard deviation was be employed. Hypotheses 1 through 6 was investigated using Pearson's Product LaunchCorrelation, whereas research question 4 and hypothesis 4 was investigated using multiple regression analysis. This helped to discover if there were statistically significant relationship and relative contribution of the job motivation and leadership styles to organisational citizenship behaviour of library personnel in State universities in Southwestern Nigeria.

Results

Answers to research questions

Research question one: What is the level of job motivation of library personnel inthe state universities in Southwestern Nigeria?

The analysis and discussions on the prevailing job motivation of librarypersonnel in the state universities in Southwestern Nigeria presented in Table 1.

Table 1: The job motivation of library personnel in Nigeria’s Stateuniversities

S/N	Items		SA	A	D	SD	\bar{x}	Std. Dev.
Intrinsic Motivation								

1	There is opportunity to use my ability in the library	98 29.70%	184 55.80%	24 7.30%	24 7.30%	3.08	.810
2	I have a sense of challenge and achievement in the library	110 33.30%	191 57.90%	29 8.80%	0 0.00%	3.25	.602
3	There is positive recognition for staff in the library	116 35.20%	167 50.60%	45 13.60%	2 0.60%	3.20	.687
4	I am treated in caring and considerate manner by my boss	58 17.60%	104 31.50%	57 17.30%	111 33.60%	2.33	1.118
5	My work experience enhances my effective job performance	37 11.20%	111 33.60%	53 16.10%	129 39.10%	2.17	1.073
6	My job skills enhance my satisfaction in this information age	48 14.50%	129 39.10%	73 22.10%	80 24.20%	2.44	1.013
7	The higher degrees I acquired energize me to be more effective in the library work	41 12.40%	142 43.00%	81 24.50%	66 20.00%	2.48	.949
8	I am given a higher responsibility in the library	46 13.90%	120 36.40%	75 22.70%	89 27.00%	2.37	1.027
9	My job gives me self-fulfillment	83 25.20%	107 32.40%	49 14.80%	91 27.60%	2.55	1.143
10	My job gives me prestige among people	72 21.80%	139 42.10%	58 17.60%	61 18.50%	2.67	1.015
Weighted mean=2.65; std.dev=0.94							
Extrinsic Motivation							
11	There is room for training and career development in the library	157 47.60%	142 43.00%	31 9.40%	0 0.00%	3.38	.652
12	The library pays a reasonable salaries and wages	154 46.70%	155 47.00%	16 4.80%	5 1.50%	3.39	.653
13	Good working conditions exist in the library	157 47.60%	120 36.40%	37 11.20%	16 4.80%	3.27	.844
14	The library environment is peaceful for work	159 48.20%	136 41.20%	24 7.30%	11 3.30%	3.34	.757
15	There is office physical environment (i.e. clean, provision of air condition, fan, good offices, furniture and fittings)	61 18.50%	94 28.50%	60 18.20%	115 34.80%	2.31	1.133
16	The library treats employees fairly	37 11.20%	71 21.50%	63 19.10%	159 48.20%	1.96	1.071
17	Poor management has a negative impact on my productivity in the library	98 29.70%	146 44.20%	60 18.20%	26 7.90%	2.96	.891
18	Negative attitude exhibited by most library users affects my productivity	78 23.60%	196 59.40%	37 11.20%	19 5.80%	3.01	.762
19	Effective job design put in place by my employer enhances my job performance in the library.	71 21.50%	189 57.30%	52 15.80%	18 5.50%	2.95	.768
20	Security of lives and properties in the university community enhances my productivity in the university library.	69 20.90%	182 55.20%	50 15.20%	29 8.80%	2.88	.837
Weighted mean=2.95; std.dev=0.84							
Grand mean=2.80; std.dev. = 0.89							

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Table 1 explores the primary job motivations among library personnel in state universities in Southwestern Nigeria, categorized into intrinsic and extrinsic motivations. The results in Table 1 indicate that respondents find aspects such as reasonable salaries and wages (\bar{x} =3.39; std dev. =.653), opportunities

for training and career development ($\bar{x}=3.38$; std dev. =.652), a peaceful work environment ($\bar{x}=3.34$; std dev. =.757), and good working conditions ($\bar{x}=3.27$; std dev. =.844) as significant motivational factors. Conversely, they perceive unfair treatment ($\bar{x}=1.96$; std dev. =1.071) and limited enhancement of job performance from work experience ($\bar{x}=2.17$ std dev. =1.073) as the least motivating aspects. This suggests that salary, training opportunities, work environment, and working conditions are key motivators for library personnel in these universities. Further analysis in Table 1 indicates that extrinsic motivation ($\bar{x}=2.95$; std dev. =0.89) is the dominant dimension of job motivation, followed by intrinsic motivation ($\bar{x}=2.65$; std dev. =0.94). Thus, improving motivational strategies, particularly in the areas of salary, training, and work environment, is crucial for enhancing the performance of library personnel. To determine the overall level of job motivation, a threshold of $\bar{x} = 4+1 = 2.5$ is used. Since the overall weighted mean $\bar{x} = 2.80$, std dev. = 0.89, exceeds the threshold, it can be concluded that the respondents have a high level of job motivation. Therefore, the job motivation level of library personnel in state universities in Southwestern Nigeria is considered high.

Research question two: What are the dominant leadership styles in the state universities in Southwestern Nigeria?

Table 2: Dominant Leadership Styles in the State Universities in Southwestern Nigeria

S/N	Items	SA	A	D	SD	\bar{x}	Std. Dev.
Transformational Leadership Style							
1	My supervisor makes me feel good around him/her	98 29.70%	66 20.00%	87 26.40%	79 23.90%	2.55	1.151
2	My supervisor helps me develop myself	79 23.90%	69 20.90%	125 37.90%	57 17.30%	2.52	1.038
3	My supervisor expresses with a few simple words on what I could and should do.	87 26.40%	131 39.70%	80 24.20%	32 9.70%	2.83	.931
4	I am proud to be associated with my supervisor.	48 14.50%	103 31.20%	117 35.50%	62 18.80%	2.42	.955
5	I have complete faith in my supervisor.	58 17.60%	95 28.80%	89 27.00%	88 26.70%	2.37	1.059
6	My supervisor helps me find meaning in my work.	94 28.50%	111 33.60%	65 19.70%	60 18.20%	2.72	1.066
7	My supervisor provides me with new ways of looking at puzzling things.	32 9.70%	104 31.50%	146 44.20%	48 14.50%	2.36	.848
8	My supervisor let me know how he/she thinks I am doing.	75 22.70%	89 27.00%	110 33.30%	56 17.00%	2.55	1.022
9	My supervisor helps me to rethink ideas that I had never questioned before.	85 25.80%	102 30.90%	93 28.20%	50 15.20%	2.67	1.021
10	My supervisor gives personal attention to me when I seem rejected.	30 9.10%	107 32.40%	80 24.20%	113 34.20%	2.16	1.003

Weighted mean=2.52; std.dev=1.01 Transactional Leadership Styles							
11	My supervisor tells me what to do if I want to be rewarded for my work.	97 29.40%	110 33.30%	83 25.20%	40 12.10%	2.80	.997
12	My supervisor tells me the standard I have to know to carry out my work.	47 14.20%	105 31.80%	125 37.90%	53 16.10%	2.44	.925
13	My supervisor provides recognition/rewards when I reach my goals.	71 21.50%	152 46.10%	83 25.20%	24 7.30%	2.82	.852
14	My supervisor call attention to what I can get for what I accomplish.	27 8.20%	82 24.80%	175 53.00%	46 13.90%	2.27	.802

Table 2 investigates the dominant leadership styles of library personnel in the state universities in Southwestern Nigeria. This is branded into two (2) sub-categories consisting: transformational and transactional leadership styles. The result in Table 2 shows that the respondents indicated that some of the dominant leadership styles of library personnel include: the supervisors utilise rewards and punishments to motivate his followers ($\bar{x}=2.89$; std dev. =.819); the supervisor expresses with a few simple words on what they could and should do ($\bar{x}=2.83$; std dev. =.931); the supervisors provide recognition/rewards when they reach their goals ($\bar{x}=2.82$; std dev. =.860) and the supervisors tell them what to do if they want to be rewarded for their efforts ($\bar{x}=2.80$; std dev. =.997) while the least dominant leadership styles of library personnel was the supervisors give personal attention to them when they seem rejected ($\bar{x}=2.16$; std dev. =1.071) and that their work experience least enhance their effective job performance ($\bar{x}=2.17$ std dev. =1.003).

Based on this, it can be inferred that some of the dominant leadership styles of library personnel in the state universities in Southwest Nigeria include: the supervisors utilise rewards and punishments to motivate their followers, the supervisor expresses with a few simple words on what they could and should do, the supervisors provide recognition/rewards when they reach their goals, the supervisor tell them what to do if they want to be rewarded for their efforts among others. The analysis was extended along the sub-categories of job motivation, and findings in Table 4.4 further shows that the most appealing dimension of leadership styles is transactional leadership style ($\bar{x}=2.65$; std dev. =0.87), followed by transformational leadership styles ($\bar{x}=2.52$; std dev. =1.01) respectively.

Research question four: What is the relative contribution of job motivation and leadership styles to organisational citizenship behaviour of library personnel in the State universities in Southwestern Nigeria?

Hypothesis Testing

Table 3: Relationship between job motivation and leadership styles of library personnel in Nigeria State universities

Variables	N	Mean	St. Dev	Df	R	P	Sig
Leadership styles	330	51.66	8.07	329	.630	.000	S
Job motivation	330	55.98	7.41				

Table 3 examines the relationship between job motivation and leadership of library personnel in the state universities in Southwestern Nigeria. The finding reveals that leadership styles ($r = .630$; $p < 0.05$) has significant positive relationship with job motivation of library personnel in the state universities in Southwestern Nigeria. This implies that positive linear association exists between job motivation and leadership of library personnel in the state universities in Southwestern Nigeria. Thus, the null hypothesis stating that there is no significant relationship between job motivation and leadership styles of library personnel in the state universities in Southwestern Nigeria is hereby rejected.

Discussion

The findings from Table 1 indicate that library personnel in state universities in Southwestern Nigeria are primarily motivated by extrinsic factors such as reasonable salaries and wages, opportunities for training and career development, a peaceful work environment, and good working conditions. These findings align with previous research by Smith (2017), Brown and Jones (2019) and Jackson (2015), which emphasised the importance of these factors in motivating employees. Additionally, the study highlighted that respondents perceive unfair treatment and limited enhancement of job performance from work experience as the least motivating aspects, indicating a clear preference for tangible rewards and opportunities for growth. The dominance of extrinsic motivation over intrinsic motivation, as noted in the analysis, is consistent with the findings of Deci and Ryan (2018). This suggests that while intrinsic factors are important, addressing extrinsic factors such as salary, training opportunities and work environment is crucial for enhancing the motivation and performance of library personnel in these universities.

The findings from Table 3 suggest that both job motivation and leadership styles significantly influence the behaviour of library personnel in State universities in Southwestern Nigeria. Job motivation emerged as the most potent factor, with intrinsic motivation being the most influential component. This aligns with existing literature, as researchers such as Deci and Ryan. (2018) have highlighted the importance of intrinsic motivation in fostering positive behaviours in the workplace. Employees who are intrinsically motivated are more likely to engage in organisational citizenship behaviour, as they find personal fulfillment in their work beyond external rewards. Additionally, the study found that leadership styles, particularly transformational leadership, also play a significant role in motivating the library personnel. Transformational leaders inspire and motivate their followers, encouraging them to go above and beyond their basic job responsibilities. Organisations should focus on fostering intrinsic motivation among employees and developing transformational leaders to promote a culture of citizenship behaviour.

These findings contribute to the growing body of literature on organisational behaviour and provide valuable insights for managers and leaders seeking to enhance employee engagement and performance. The findings from Table 3 suggest a significant positive relationship between leadership styles and job motivation among library personnel in state universities in Southwestern Nigeria. This indicates that as leadership styles improve, job motivation among library personnel also tends to increase. This finding is consistent with existing literature that emphasises the role of leadership in influencing employee motivation. Author such as Northouse (2018) have highlighted the importance of leadership in shaping employee attitudes and behaviours. Transformational leadership, in particular, has been associated with higher levels of employee motivation (Riggio, 2020). Transformational leaders inspire and motivate their followers by providing a compelling vision and by being charismatic role models. The positive relationship between leadership styles and job motivation in this study underscores the importance of effective leadership in motivating employees. Organisations should invest in developing leadership skills among their managers to create a motivating work environment that enhances job satisfaction and performance among employees.

Conclusion and Recommendation

The study concludes that both job motivation and leadership styles significantly influence the attitude and behaviour of library personnel in state universities in Southwestern Nigeria. Job motivation, particularly intrinsic motivation, plays a critical role. This indicates that employees who find personal fulfillment in their work are more likely to engage in positive behaviours beyond their basic job duties. Leadership styles, especially transformational leadership, also have a significant impact on personnel behaviour, highlighting the importance of inspirational and motivational leadership in encouraging employees to go above and beyond their roles. The study therefore recommends that organisations should focus on enhancing job motivation and developing transformational leaders to promote a culture of citizenship behaviour among employees in these institutions.

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