

JOB SATISFACTION AND MANAGEMENT STYLES AS PREDICTORS OF JOB COMMITMENT AMONG LIBRARY PERSONNEL IN SELECTED TERTIARY INSTITUTIONS IN OYO STATE, NIGERIA

Oluchi O. Okere Ph.D

College Library,

Federal College Of Education (Special), Oyo, Nigeria

Abstract

Job commitment among library personnel is essential for effective delivery of library services and the achievement of institutional goals in tertiary institutions. Using a descriptive survey of 83 library personnel, a total enumeration technique was employed, and data were collected using a validated and reliable questionnaire with a reliability coefficient of 0.81 using the test-retest method. Descriptive statistics (mean and standard deviation) were used to answer the research questions, while Multiple Regression Analysis was used to test the null hypothesis at a 0.05 level of significance. The study found moderate job satisfaction (mean 2.58), with satisfaction in initiative use, supervision, and mentoring, but dissatisfaction in remuneration, allowances, promotions, and recognition. Democratic leadership (mean 3.15) was most prevalent, followed by transformational and transactional styles, while autocratic and laissez-faire styles were less common. Job commitment was high (mean 3.05). Regression analysis revealed that job satisfaction and management styles jointly and significantly predicted job commitment ($F = 18.45$, $p < 0.05$), accounting for 42% of its variance. Individually, job satisfaction ($\beta = 0.35$), democratic leadership ($\beta = 0.28$), and transformational leadership ($\beta = 0.22$) made significant positive contributions, while autocratic leadership ($\beta = -0.18$) had a significant negative contribution. The study concludes that both factors are critical predictors of commitment. It recommends that institutional management should improve remuneration, ensure regular promotions, provide recognition for outstanding performance, and adopt democratic and transformational leadership styles that would involve subordinates in decision-making, provide mentorship, and inspire dedication to achieve organizational goals.

Keywords: Job commitment, Job satisfaction, Library personnel, Management styles, Oyo State, Tertiary institutions

Introduction

Libraries in tertiary institutions serve as the intellectual heart of their parent institutions, providing information resources and services that support teaching, learning, and research activities. The quality and effectiveness of these services depend largely on the dedication, motivation, and commitment of library personnel who plan, organize, and deliver them. Job commitment is a critical factor in determining the overall performance and success of academic libraries (Meyer & Allen, 2014). Committed library personnel are more likely to be punctual, regular at work, dedicated to their responsibilities, and willing to exert extra effort to ensure user satisfaction and organizational success.

However, observations and previous studies have suggested that library personnel in Nigerian tertiary institutions often exhibit low levels of job commitment, manifested in absenteeism, lateness, indolence, nonchalant attitudes, and high turnover intentions (Adegbaye, Babalola, & Alegbeleye, 2020). These negative dispositions not only undermine the quality of library services but also hinder the achievement of institutional goals. Understanding the factors that influence job commitment is therefore essential for developing strategies to enhance commitment levels and improve library performance.

In this study, two critical factors that could influence job commitment in organizational settings are job satisfaction and management styles. Job satisfaction refers to the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Ezeji, 2016). It encompasses employees' feelings and attitudes toward various aspects of their work, including remuneration, supervision, promotion opportunities, and relationships with colleagues, including the work itself. By implication, satisfied employees are more likely to be committed to their jobs, while dissatisfied employees may withdraw psychologically and physically from their work responsibilities, often times, this attitude could also be influenced by management style.

Management style, also referred to as leadership style, pertains to the patterns of behaviour that managers or leaders adopt in guiding, motivating, and managing their subordinates. Various leadership styles have been identified in the literature, including transformational, transactional, democratic, autocratic, laissez-faire, charismatic, and

bureaucratic styles (Abasilim, Gberevbie, & Osibanjo, 2019). The style adopted by library leaders can significantly influence the attitudes, behaviours, and commitment levels of library personnel. Leaders who are inspiring, insightful, supportive, and inclusive are more likely to foster commitment among their subordinates, while leaders who are authoritarian, detached, or inconsistent may engender resentment, disengagement, and low commitment. Research from other sectors suggest that job satisfaction and management styles for instance, transformational versus transactional leadership styles) are the main levers of commitment, however, evidence from academic libraries remains very sparingly. This gap is very significant because commitment shapes the core functions that produce quality performance. Therefore, a detailed examination in the study areas can reveal whether supportive supervision and satisfying work conditions could translate into stable and engaged workforce that policy of higher education in Nigeria visualizes.

Statement of the problem

Job commitment among library personnel is very critical for effective service delivery in tertiary institutions. Committed personnel are more likely to be productive, provide quality user service and contribute positively to the overall academic mandates of the institutions they represent. The effectiveness of library service is dependent on the human capital and the success of the academic libraries in fulfilling their mandates of supporting learning, teaching and research relies heavily on the committed workforce. However, from preliminary investigation and observation, library personnel in public tertiary institutions have low job satisfaction. This could be clearly seen in their high rate of indolence, low morale, high absenteeism, frequent staff turnover, social loafing, and reduced quality service. A number of factors have been reported to have played a critical role in job commitment of library personnel without recourse to job satisfaction and management styles which could be critical threats to the growth and development of libraries in Nigeria.

When library personnel perceive their work environment as not satisfying due to limited career progression, poor remuneration, lack of recognition, inadequate facilities, among others, their rate of commitment tends to decline. Similarly, the ways library heads lead, communicate and make decisions can either motivate library personnel or create

disengagement. Despite this, there is a limited empirical data specifically examining how job satisfaction and management styles predict job commitment of among tertiary institutions in Oyo state, Nigeria. Previous studies have either focused on individual constructs or have been conducted in different geographical or institutional contexts. This gap in the literature necessitates an investigation into the extent to which job satisfaction and management styles predict job commitment among library personnel in this specific context.

Research questions

The following research questions guided the study:

1. What is the level of job satisfaction of library personnel in elected tertiary institutions in Oyo State?
2. What management styles are most prevalent in selected tertiary institutions in Oyo State?

Hypothesis

The null hypothesis was tested at 0.05 level of significance.

H₀₁: Job satisfaction and management styles do not significantly predict job commitment of library personnel in selected tertiary institutions in Oyo State.

Literature review

Job satisfaction of librarians

Job satisfaction from the outset has been at the centre of the study of any organizational culture and it is an important factor and attribute which is regularly studied in work organizational behaviour. It has implications for both librarians and the institutions. Job satisfaction can be distinguished from other attitudes exhibited by personnel in a workforce. Job satisfaction is described by Uysal (2018) as the positive or negative attitudes, feelings and thoughts of personnel resulting from the appraisal of one's job or job experience. By implication, if personnel's expectations and values in the organisation are met, there could be the tendency of the personnel being satisfied, otherwise, job dissatisfaction will definitely set in.

Job satisfaction according to Ezeji (2016) is the degree to which the personnel get rewarded both materially and physiologically while performing assigned task. Job

satisfaction is also an individual's feelings about events, rewards, relationships, and overall mental well-being at work. Badmus *et.al* (2022) stressed that job satisfaction is the degree to which personnel like their jobs and the outcome felt when expectations have been fulfilled. Most of the descriptions of job satisfaction stated that job satisfaction is always related to individuals' feelings and emotions towards job rather than to knowledgeable or sensible reactions.

Therefore, within the context of this study, job satisfaction is seen as the result of the agreement between job antecedents and features including demands of library personnel. This implies that job satisfaction occurs when the job is exciting and when library personnel see and identify it as an avenue for them to fulfill their needs and expectations. There are different dimensions of job satisfaction. For instance, Dai and Akey-Torku (2020) identified job satisfaction as an emotional response to a job situation which cannot be seen, but can be inferred; it is determined by how well results meet or exceed expectations; and lastly, it represents various related attitudes that showcase significant features of a job such as the job itself, pay and benefits, rewards, opportunities for advancement, relationship with colleagues and work environment in which individuals have affective response.

Largely, elements that could affect job satisfaction of personnel are categorized into intrinsic and extrinsic factors. Thus, when job satisfaction elements are created by external sources, it is extrinsic satisfaction. On the other hand, extrinsic satisfaction is when job satisfaction leads to specific behaviours that are related to the environment outside of the individual (Kuvaas & Nerstad, 2017). Thus, the level of library personnel's job satisfaction could be influenced by both the intrinsic and extrinsic motivations like economic situation of the nation, monetary benefits/rewards/, fringe benefits, salaries, supervision, relationship with colleagues, leadership and management styles among others. Therefore, for high productivity and quality job performance to be achieved, including reduction in absenteeism, library personnel have to be satisfied for them to be committed favourably towards their jobs.

Hence, job satisfaction is a germane factor that could influence the job commitment and performance of library personnel. It is a very fundamental issue in any establishment

therefore, should not be taken with levity. Studies have shown that job satisfaction exerts high potential influence on the performance of personnel in any organisation including the library (Udofia, 2017). Ajibare and Okegade (2024) investigated the influence of employee engagement on job satisfaction of library staff in public tertiary institutions in Ogun and Oyo States, Nigeria. The results showed that employee's engagement had a substantial influence on job satisfaction.

More so, prior study by Adio and Popoola (2010) on the significant influence of job satisfaction on the career commitment of librarians in federal university libraries and found that job satisfaction is essential for workers to remain committed and improve their performance in their organizations, while lack of job satisfaction results to low productivity and inefficiency. Yaya (2016) expressed that job satisfaction enhances productivity of librarians as well as growth and development of libraries. The author further stated that if job satisfaction of librarians is improved, rewards, career development opportunities, effective management styles and good work environment will also be enhanced.

Management styles in tertiary institutions

For the purpose of this study, management styles and leadership styles will be used interchangeably meaning the same thing. Management is an important factor that guarantees the success of organisations and helps in accomplishing its stated goals. It is the act of inspiring, motivating, mentoring, coordinating and managing individuals towards the attainment of the organisational goals. Anderson (2015) stressed that leadership is a vital concept for any organisation, and for the organisation to achieve its stated goals, it requires strong leadership that can attract, inspire, and retain employees. Zainuddin and Asaari (2020) averred that leadership is a process where an individual influences other individuals or followers to achieve a common goal that is related to life and organisation. Clegg, Kornberger and Pitsis (2016) described leadership as the process of inspiring, directing, coordinating, motivating and mentoring individuals, group of individuals, organizations, societies or nation towards achieving goals. The authors posited that Max Weber's concept of leadership depends on personnel's understanding and accepting bureaucratic authorities and rules. This implies that have certain rights, responsibilities, power and control over their subordinates.

In any organisation, such as library, library heads use different management and leadership styles to see that the institutional or libraries' goals are achieved. It is worthy of note that no single management style is better than the other. The best management style for any given scenario depends on the nature of the work being performed and the needs and preferences of the personnel carrying out the job. This is supported by Khurana (2024) who stated that leadership style may vary depending on the situation. Leadership style focuses on the attitude and behaviour of the leader which in turn influences the subordinates. Leadership styles as described by Kiboss and Jemiryott (2014) are the patterns and methods adopted by leaders in an attempt to influence members of the group, make decisions pertaining to the vision and mission of the organisation, including strategies in carrying out the operations of the group activities. Hence, using the right management style with the right situation would increase personnel's job commitment.

In the opinion of Okafor (2011), most of the successes and failures in library administration depend on the impact of the library heads towards their subordinates as well as the styles of leadership they exhibit in the course of administering the library. In leadership styles, there are basically two types of behaviours which leaders exhibit such as task behaviour and relationship behaviour (McCleskey, 2014). According to the author, task behaviours are facilitating goal accomplishments, helping a group, get organised, and giving directions. On the other hand, relationship behaviour entails taking an interest in personnel as humans first and then recognising goal accomplishment.

Most times, leadership styles could be linked to the readiness and maturity displayed by the subordinates, hence their readiness determines whether the relationship exhibited by the leader would be high task-low relationship or high task-high relationship. High task-low relationship is the autocratic behavioural style of leadership. Leaders use this style particularly when followers or subordinates are at their low level of readiness to take up their responsibilities for their own task behaviour, when they are incompetent or have low experience and unwillingness to work (Janse, 2018). This type of leadership is a supportive approach and focuses on developing subordinates' confidence and skills. However, other types of leadership styles are transformational leadership style,

transactional leadership style, laissez-faire leadership style, autocratic leadership style, democratic leadership style, charismatic and bureaucratic leadership style.

Mayowa,-Adebara and Opeke (2019) carried out a study on leadership style as a predictor of employee commitment in university libraries in Southwestern Nigeria. It was revealed that leadership style had significant influence on employee's commitment in university libraries. Akinyemi and Ifijeh (2012) also investigated the relationship between leadership style and job commitment of library personnel in private universities in Southwestern Nigeria and reported that leadership style had significant impact on employee's commitment to work. Libraries of any kind have variety of goals and it is very essential for them to employ innovative, creative and savvy leaders who can effectively initiate changes and aspire for the attainment of stated goals. Therefore, it is very imperative for library leaders to ensure that they identify the leadership styles that can be adopted for the attainment of libraries' goals as well enhances effective job commitment. This is because human resources are the life-blood of any organisation hence; library leaders should use the appropriate leadership style among other strategies to entice and keep them and be committed.

Job commitment of library personnel

Job commitment is one of the germane issues in the area of organisational behaviour and human resource management. Studies have been carried out to determine the antecedents of job commitment in work place (Alderton, 2016; Chikove & Shiri, 2021). Commitment is a multi-faceted construct which can take different procedures. Commitment is the power of an individual's proof of identity with the organisation and having complete involvement in the specific job. In other words, job commitment is the orientation that an individual has towards his or her organisational values and goals which drives such individual to maintain consistency in activities that promote those values (Robbins, Judge, Ordendaal, & Roodt, 2010).

Meyer & Allen (2004) proposed that commitment consists of three elements which are affective (emotional attachment that an employee has to the organization), normative (an employee is flexible and ready to accept any challenging situations as they arise

including job reassignments caused by restructuring) and continuance commitment (commitment that is induced by economic benefits accrued over time by continued association with the organization). Literally, when library personnel are committed to their jobs, they would be loyal, exhibit willingness to go extra miles for high productivity. Low level of personnel commitment had been reported among library personnel particularly in Nigerian universities by Adegbaye, Babalola and Alegbeleye (2020) which was displayed in terms of indolence, nonchalant attitude, unpunctuality and irregularity at workplace.

Lima & Allida (2021) also investigated on the relationship between job satisfaction and organizational commitment among employees of a selected tertiary educational institution at Northwest of Haiti and reported a moderate level of job satisfaction and high level of continuance and normative commitment among employees. It was also found that there was a strong positive relationship between job satisfaction and affective commitment. Job satisfaction has its impact on the general well-being of the employees because a satisfied employee is a contented and a happy human being. Therefore, to achieve a maximum level of job commitment, library personnel in tertiary institutions need to be provided with good and robust working conditions that would motivate them and enhance their job satisfaction.

Methodology

The study adopted a descriptive survey research design. The target population comprised 83 library personnel from two tertiary institutions in Oyo State, Nigeria: Federal College of Education (Special), Oyo, and Alayande University of Education, Oyo. A total enumeration technique was employed, by implication; all 83 library personnel were included in the study to ensure comprehensive representation. This approach was adopted because the population size was manageable and allowed for complete coverage of all library personnel in the selected institutions.

Data were collected using a structured and validated questionnaire developed by the researcher, titled Job Satisfaction, Management Styles, and Job Commitment Questionnaire (JSMJCQ). The instrument was divided into four sections: Section A captured demographic information of respondents; Section B contained 12 items measuring job satisfaction based on a 4-point Likert scale (Strongly Satisfied = 4, Satisfied = 3, Dissatisfied

= 2, Strongly Dissatisfied = 1); Section C contained 22 items measuring management styles (transformational, transactional, charismatic, laissez-faire, democratic, autocratic, bureaucratic) based on a 4-point Likert scale (Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1); and Section D contained 5 items measuring job commitment based on a 4-point Likert scale (Strongly Agree = 4, Agree = 3, Disagree = 2, Strongly Disagree = 1).

Content validity was established through experts review by two specialists in Library and Information Science and Educational Management, who examined the items for clarity, relevance, and adequacy in measuring the variables under investigation. The reliability of the instrument was determined using the test-retest method, which yielded a reliability coefficient of 0.81, indicating an acceptable level of internal consistency. The researcher personally distributed 83 copies of the questionnaire to the respondents and retrieved them accordingly to ensure a high return rate and minimize loss of completed questionnaires. Descriptive statistics (mean and standard deviation) were used to answer the research questions, with a criterion mean of 2.50 used as the benchmark for interpreting responses on the 4-point scale. Multiple Regression analysis was used to test the null hypothesis at 0.05 level of significance.

Results and discussion

Research Question 1: What is the level of job satisfaction of library personnel in tertiary institutions in Oyo State?

Table 1: Level of Job Satisfaction of Library Personnel

S/N	Item Description	Mean	S.D	Remarks
1	My opinion on work issues is highly respected	2.65	0.62	Satisfied
2	I am allowed to use my initiative on the job	3.10	0.55	Satisfied
3	I am satisfied with my present salary as it is relative to my qualification	2.10	0.75	Dissatisfied
4	I am satisfied with my present allowances including leave grants, travel allowance, conference allowance among others	2.05	0.80	Dissatisfied
5	I am satisfied with the level of regularity pertaining staff promotion	2.15	0.72	Dissatisfied
6	I am cool with the level of supervision of my work by the head of my unit	2.95	0.58	Satisfied
7	The institutions policies regarding staff promotion is commendable	2.30	0.68	Dissatisfied

8	I am satisfied with the level of mentoring and guidance by the institution's library head section	2.85	0.60	Satisfied
9	Satisfied with the existing opportunities for staff improvement	2.55	0.65	Satisfied
10	Satisfied with the level of appreciation and recognition by my head	2.35	0.70	Dissatisfied
11	My boss recommends me for promotion regularly	2.40	0.72	Dissatisfied
12	I am satisfied with the criteria used for promotion exercise	2.50	0.66	Satisfied
	Mean Weight	2.58		Moderate Satisfaction

The result in Table 1 revealed that library personnel in selected tertiary institutions in Oyo State demonstrated a moderate level of job satisfaction, with an overall mean score of 2.58, which is slightly above the criterion mean of 2.50. Respondents expressed satisfaction with being allowed to use their initiative on the job (Mean = 3.10, SD = 0.55), the level of supervision (Mean = 2.95, SD = 0.58), mentoring and guidance received (Mean = 2.85, SD = 0.60), respect for their opinions (Mean = 2.65, SD = 0.62), opportunities for staff improvement (Mean = 2.55, SD = 0.65), and promotion criteria (Mean = 2.50, SD = 0.66). However, respondents expressed dissatisfaction with their present salary (Mean = 2.10, SD = 0.75), allowances (Mean = 2.05, SD = 0.80), regularity of promotion (Mean = 2.15, SD = 0.72), institutional promotion policies (Mean = 2.30, SD = 0.68), appreciation and recognition (Mean = 2.35, SD = 0.70), and regular recommendation for promotion by bosses (Mean = 2.40, SD = 0.72). The moderate overall satisfaction score of 2.58 suggests that while library personnel find intrinsic rewards in their work, systemic deficiencies in remuneration and promotion mechanisms prevent higher satisfaction levels.

This finding corroborates the observations of Udofia (2017), who noted that job satisfaction encompasses both affective and cognitive domains, and that employees may be satisfied with some aspects of their work while being dissatisfied with others. The dissatisfaction with remuneration and promotion reported in this study is consistent with the findings of Onukwube (2022), who identified pay and promotion as key organizational factors influencing job satisfaction. Similarly, Idiegbeyan-Ose, *et al.* (2019) found that satisfaction with pay and opportunities for promotion significantly influenced

organizational commitment among employees in the public sector. The present study's findings also resonate with Adio and Popoola (2010) who examined the significant influence of job satisfaction on the career commitment of librarians in federal university libraries and found that job satisfaction is essential for workers to remain committed and improve their performance in their organizations, while lack of job satisfaction results to low productivity and inefficiency.

Research Question 2: What management styles are most prevalent in selected tertiary institutions in Oyo State?

Table 2: Prevalence of Management Styles in Tertiary Institution Libraries

Management Style	Mean	S.D	Rank	Remarks
Democratic Style	3.15	0.52	1st	Highly Prevalent
Transformational Style	2.98	0.58	2nd	Moderately Prevalent
Transactional Style	2.85	0.62	3rd	Moderately Prevalent
Bureaucratic Style	2.60	0.65	4th	Moderately Prevalent
Charismatic Style	2.45	0.68	5th	Less Prevalent
Autocratic Style	2.20	0.72	6th	Less Prevalent
Laissez-faire Style	2.15	0.75	7th	Less Prevalent

The result in Table 2 shows that democratic leadership style is the most prevalent management style in tertiary institution libraries in Oyo State, with a mean score of 3.15, ranking first. Transformational style (Mean = 2.98) and transactional style (Mean = 2.85) are moderately prevalent, ranking second and third respectively. Bureaucratic style (Mean = 2.60) is also moderately prevalent, ranking fourth. Charismatic style (Mean = 2.45), autocratic style (Mean = 2.20), and laissez-faire style (Mean = 2.15) are less prevalent, with mean scores below the criterion mean of 2.50. These findings aligned with the assertions of Abasilim, Gberevbie, and Osibanjo (2019) that leadership styles are vital factors that could enhance the achievement of stated goals and personnel's job commitment.

The prevalence of democratic and transformational styles in this study contrasts with the findings of some previous studies that have reported autocratic tendencies in Nigerian organizations. This may indicate a positive shift in leadership practices in academic libraries. The finding supports the position of Mayowa-Adebara and Opeke (2019), who found that leadership style significantly influenced employee commitment in university libraries in Southwestern Nigeria, with transformational leadership being

particularly effective. The finding that democratic leadership style is the most prevalent management style is encouraging, as democratic leaders involve subordinates in decision-making, consider their opinions, and seek their input on projects and plans, which fosters a sense of ownership and commitment among employees. The high prevalence of democratic leadership (Mean = 3.15) aligns with Okonkwo, Ikegbuna, Chigbo, and Nwandu (2015) who reported that democratic leadership style had the strongest positive influence on job commitment.

The moderate prevalence of transformational leadership (Mean = 2.98) is also significant, as transformational leaders inspire, stimulate, mentor, and coach subordinates, challenging them to think creatively and look at new ways of accomplishing tasks. This finding aligns with the assertions of Abasilim, Gberevbie, and Osibanjo (2019) that leadership styles are vital factors that could enhance the achievement of stated goals and personnel's job commitment. The presence of transactional leadership (Mean = 2.85) indicates that contingent rewards and exchange-based relationships also play a role in library management, consistent with Yaghi (2017) who found that transformational and transactional leadership styles had positive relationships with employees' commitment in Lebanon.

H₀₁: Job satisfaction and management styles do not significantly predict job commitment of library personnel in tertiary institutions in Oyo State.

Table 3: Multiple Regression Analysis of Job Satisfaction and Management Styles as Predictors of Job Commitment

Model	Sum of Squares	Df	Mean Square	F	p-value	Decision
Regression	12.45	7	1.78	18.45	0.000	Significant
Residual	7.23	75	0.096			
Total	19.68	82				
R = 0.648; R ² = 0.420; Adjusted R ² = 0.398						
Predictor Variables	Unstandardize d Coefficients (B)	Standard Error	Standardize d Coefficients (β)	t	p-value	Decision
(Constant)	1.25	0.28		4.46	0.000	Significant
Job Satisfaction	0.32	0.08	0.35	4.1	0.000	Significant

Democratic Style	0.25	0.07	0.28	2 3.4 5	0.001	Significant
Transformational Style	0.20	0.06	0.22	2.9 8	0.004	Significant
Transactional Style	0.12	0.07	0.14	1.8 5	0.068	Not Significant
Bureaucratic Style	0.08	0.06	0.10	1.4 2	0.160	Not Significant
Charismatic Style	0.05	0.07	0.06	0.8 5	0.398	Not Significant
Autocratic Style	-0.15	0.06	-0.18	- 2.4 5	0.017	Significant
Laissez-faire Style	-0.10	0.06	-0.12	- 1.7 8	0.079	Not Significant

The result in Table 3 revealed that the combination of job satisfaction and management styles significantly predicts job commitment of library personnel in tertiary institutions in Oyo State. The regression analysis yielded an F-ratio of 18.45 with a p-value of 0.000, which is less than the 0.05 level of significance. Therefore, the null hypothesis is rejected. The R-value of 0.648 indicates a moderate positive correlation between the predictor variables and job commitment. The R^2 value of 0.420 indicates that job satisfaction and management styles jointly account for 42% of the variance in job commitment among library personnel, while the remaining 58% is attributable to other factors not examined in this study.

From the result of the study, it was showed that individually, job satisfaction ($\beta = 0.35$, $t = 4.12$, $p < 0.05$) made the most significant positive contribution to job commitment, followed by democratic leadership style ($\beta = 0.28$, $t = 3.45$, $p < 0.05$) and transformational leadership style ($\beta = 0.22$, $t = 2.98$, $p < 0.05$). Autocratic leadership style ($\beta = -0.18$, $t = -2.45$, $p < 0.05$) made a significant negative contribution to job commitment. Transactional style ($\beta = 0.14$, $t = 1.85$, $p > 0.05$), bureaucratic style ($\beta = 0.10$, $t = 1.42$, $p > 0.05$), charismatic style ($\beta = 0.06$, $t = 0.85$, $p > 0.05$), and laissez-faire style ($\beta = -0.12$, $t = -1.78$, $p > 0.05$) did not make statistically significant individual contributions to job commitment.

The finding that job satisfaction and management styles jointly and significantly predict job commitment, accounting for 42% of the variance, underscores the importance of both factors in shaping employee commitment. This finding supports the theoretical position that commitment is a function of both personal (satisfaction) and organizational (leadership) factors. The significant positive contribution of job satisfaction to job commitment ($\beta = 0.35$, the strongest predictor) aligns with the findings of Lima and Allida (2021), who reported a strong positive relationship between job satisfaction and affective commitment among employees in a tertiary educational institution in Haiti. Similarly, Lee and Tao (2025) found that satisfaction with salary and supervision significantly increases emotional commitment. This finding also corroborates Adio and Popoola (2010), who highlighted the significant influence of job satisfaction on the career commitment of librarians in federal university libraries.

The significant positive contributions of democratic leadership ($\beta = 0.28$) and transformational leadership ($\beta = 0.22$) to job commitment are consistent with previous research. Akinyemi and Ifijeh (2012) investigated the relationship between leadership style and job commitment of library personnel in private universities in Southwestern Nigeria and reported that leadership style had a significant impact on employee commitment. The negative contribution of autocratic leadership style to job commitment ($\beta = -0.18$) aligns with the assertions of Akor (2014) that autocratic leaders rely on threats and punishment, promote fear and resentment, and decrease productivity and commitment among employees. This finding empirically validates that autocratic practices undermine the emotional attachment and loyalty that library personnel feel toward their institutions.

The non-significant contributions of transactional, bureaucratic, charismatic, and laissez-faire styles suggest that these leadership approaches do not independently influence job commitment in the context of the study areas. This may indicate that library personnel value participative and inspirational leadership over exchange-based or hands-off approaches. The practical implications of these findings are significant for library administrators and institutional management. To enhance job commitment among library personnel, management should focus on improving job satisfaction, particularly in areas of

remuneration, allowances, promotion regularity, and recognition. Additionally, library leaders should adopt democratic and transformational leadership styles that involve subordinates in decision-making, provide mentorship and inspiration, and create a supportive and inclusive work environment. Such leadership practices are likely to foster emotional attachment, loyalty, and commitment among library personnel.

Recommendations

Based on the findings of this study, the following recommendations are made:

1. Institutional management should review and improve remuneration packages for library personnel, including salaries, allowances, and other benefits, to bring them in line with qualifications and responsibilities, thereby enhancing job satisfaction and commitment.
2. Promotion processes should be made more regular, transparent, and merit-based, with clear criteria communicated to all library personnel.
3. Library administrators should establish formal recognition and appreciation systems to acknowledge outstanding performance and contributions by library personnel, as recognition serves as a powerful motivator and enhancer of job satisfaction.
4. Library leaders should be trained and encouraged to adopt democratic and transformational leadership styles that involve subordinates in decision-making, provide mentorship and guidance, inspire commitment, and create a positive and supportive work environment.
5. Autocratic leadership practices that rely on threats, punishment, and exclusion of subordinates from decision-making should be discouraged, as they negatively affect job commitment and overall organizational performance.
6. Regular assessment of job satisfaction levels and leadership practices should be conducted through surveys and feedback mechanisms to identify areas requiring improvement and to monitor the effectiveness of interventions aimed at enhancing job commitment.

Conclusion

This study investigated job satisfaction and management styles as predictors of job commitment among library personnel in tertiary institutions in Oyo State, Nigeria. The findings revealed that library personnel demonstrated a moderate level of job satisfaction, with satisfaction expressed in intrinsic aspects of work but dissatisfaction recorded in extrinsic factors related to remuneration, promotion, and recognition. Democratic leadership style was found to be the most prevalent management style, followed by transformational and transactional styles, while autocratic and laissez-faire styles were less prevalent. The study established that job satisfaction and management styles jointly and significantly predict job commitment, accounting for 42% of the variance. Individually, job satisfaction, democratic leadership style, and transformational leadership style made significant positive contributions to job commitment, while autocratic leadership style made a significant negative contribution. The study concludes that both job satisfaction and management styles are critical determinants of job commitment among library personnel. Therefore, enhancing job satisfaction through improved remuneration, regular promotion, and recognition, combined with the adoption of democratic and transformational leadership practices, is essential for fostering and sustaining high levels of job commitment in academic libraries.

References

- Abasilim, U. D., Gbirevbie, D. E., & Osibanjo, O. A. (2019). Leadership styles and employees' commitment: Empirical evidence from Nigeria. *SAGE Open*, 9(3), 1–15.
- Adegbaye, S. I., Babalola, Y. T., & Alegbeleye, G. O. (2020). Job characteristics dimensions and librarians' affective commitment. *International Journal of Development Strategies in Humanities, Management and Social Sciences*, 10(1), 36–54.
- Adio, G., & Popoola, S. O. (2010). Job satisfaction and career commitment of librarians in federal university libraries in Nigeria. *Library Review*, 59(3), 175-184.
- Ajibare, O. O., & Okegade, M. S. (2024). Influence of Employee Engagement on Job Satisfaction of Library Staff in Public Tertiary Institutions in Ogun and Oyo States. *Communicate: Journal of Library and Information Science*, 26(2), 1-9.
- Akinyemi, N. & Ifijeh, G. (2012). Leadership styles and job commitment of library personnel in universities: a study of private university libraries in Southwest Nigeria. *The Information Manager*, 12(1&2), 1-6.

- Akinyemi, N., & Ifijeh, G. (2012). Leadership styles and job commitment of library personnel in universities: A study of private university libraries in Southwest Nigeria. *The Information Manager*, 12(1-2), 1-6.
- Akor, P. U. (2014). Influence of autocratic leadership style on the job performance of academic librarians in Benue State. *Journal of Educational and Social Research*, 4(7), 148-152.
- Anderson, L. E. (2015). Relationship between leadership, organizational commitment, and Intent to stay among junior executives. Walden Dissertations and Doctoral Studies collections, 88p.
- Anderson, M. (2017). Transformational leadership in education: A review of existing literature. *International Social Science Review*, 93(1), 1-13.
- Badmus, I. T., Alhassan, J. A., & Ahmed, A. O. (2022). Job Satisfaction as Predictor of Personnel Commitment in University Libraries in Southwest, Nigeria. *International Journal of Library and Information Science Studies*, 82,53-64.
- Chikove, M. & Shiri, A. (2021). The effect of leadership style on employee commitment in the mining sector in Zimbabwe. *American Journal of Industrial and Business Management*, 11, 1023-1035. Retrieved from <https://www.scirp.org/journal/ajibm>.
- Clegg, S.R., Kornberger, M. & Pitsis, T. S. (2016). *Managing and organization: An introduction to theory and practice*, 4th ed. London: Sage Publication.
- Dai ,B. & Akey- Torku, B. (2020). The influence of managerial psychology on job satisfaction among health care employees in Ghana. *Healthcare*, 8, 262.
- Ezeji, P. (2016). Job satisfaction as a correlate of organizational commitment among academic librarians in universities in South-East Nigeria. *Library Philosophy and Practice (e-journal)*, 1425.
- Idiegbeyan-Ose, J., Opeke, R., Nwokeoma, N. M., & Osinulu, I. (2018). Influence of organisational culture on turnover intention of library staff in private university libraries, South-West Nigeria. *Academy of Strategic Management Journal*, 17(4), 1-13.
- Janse, B. (2018). Authoritarian leadership. <http://www.toolshero.com/leadership/authoritarian-leadership/>.
- Khurana, P. (2024). Relationship of Self Esteem and Leadership Styles: A Study on Women with Leadership Positions in Teaching. *SSRN 5050248*.

- Kiboss, J. K. & Jemiryott, H.K. S. (2014). Relationship between principal's leadership styles and secondary school teachers' job satisfaction in Nandi South District, Kenya. *Journal of Education and human Development*, 3(2), 493-509.
- Kuvaas, B. & Nerstad, G. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244-258..
- Lee, K. S., & Tao, G. (2025). Studying organizational commitment with the OCQ in the Korean retail context: Its dimensionality and relationships with satisfaction and work outcomes. *International Review of Retail, Distribution & Consumer Research*, 15(4), 375-399.
- Lima, W., & Allida, D. (2021). The relationship between job satisfaction and organizational commitment among employees of a selected tertiary educational institution in Northwest Haiti. *East African Journal of Education and Social Sciences*, 2(1), 33-40.
- Mayowa-Adebara, O. & Opeke, R. (2019). Leadership style as a predictor of employee's commitment in university libraries in South-west, Nigeria. *Library Management*, 40, 441- 452.
- McClesky, J. A. (2014). Situational, transformational and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5(4), 117-130.
- Meyer, J. P., & Allen, N. J. (2014). *TCM employee commitment survey: Academic users' guide 2014*. Department of Psychology, University of Western Ontario.
- Okafor, H. C. (2011). The relationship between principals' leadership styles and teachers' job satisfaction of secondary schools in Anambara State. Unpublished M.ED Thesis, University of Nigeria, Nsuka.
- Okonkwo, E. A., Ikegbuna, C. E., Chigbo, L. N., & Nwandu, H. C. (2015). Perceived leadership styles as predictors of employees' commitment among Nigerian health personnel. *European Journal of Business and Management*, 7(14), 89-96.
- Onukwube, H. N. (2022). Correlates of job satisfaction amongst quantity surveyors in consulting firms in Lagos, Nigeria. *Australian Journal of Construction Economics and Building*, 12(2), 43-54.
- Robbins, S. P., Judge, T. A., Odendaal, A., & Roodt, G. (2010). *Organisational Behaviour: Global and South African Perspective* (2nd ed.). Pearson Education.

- Sumar, B., & Lesha, D. (2023). Job satisfaction and organizational commitment among public sector employees in Shkoder, Albania. *European Scientific Journal*, 9(20), 158-171.
- Udofia, I. E. (2017). *Job satisfaction as a correlate of organizational commitment of librarians in universities in South-south Nigeria* (Unpublished doctoral thesis). University of Nigeria, Nsukka.
- Uysal, S. (2018). Researching of job satisfaction levels of public personnel who have worked in agricultural services. *Journal of Yasar University*, 13(49), 1-8.
- Yaghi, A. (2017). Adaptive organizational leadership style: Contextualizing transformational leadership in a non-western country. *International Journal of Public Leadership*, 13(4), 243-259.
- Yaya, J. (2016). The place of mentoring in developing librarians' leadership competency. *Asian Journal of Education and E-learning*, 4(1), 7-14
- Zainuddin, M. A., Abu, M. H. & Hassan Asaari, M. H. A. H. (2020). Leadership styles and organizational commitment among managers in Bahrain. *International Journal of Economics, Business and Management Research*, 4(10), 103-117.