

**Leadership Style as Determinants of Job Performance
of Librarians in Public University Libraries in
North-West, Nigeria**

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Abstract

The study investigated the extent to which leadership style and job performance of librarians in North-West, Nigeria. The study adopted a survey research design. The Population of the study consisted of 736 librarians from 12 University libraries in North-West Nigeria. A sample size of 259 librarians was obtained using the Taro Yamane formula. A Proportionate stratified sampling technique was used to select the participants. The researchers employed a questionnaire as the research instrument for collecting data in this study. 259 Questionnaires were distributed to the respondents, of which 232 (91.5%) were returned. A validated and structured questionnaire was used for data collection. Cronbach's alpha reliability coefficients for the constructs ranged from 0.83 to 0.95. A response rate of 91.9% was achieved. Data were analyzed using descriptive and influential statistics. The findings showed that Leadership style had a significant influence on librarians' job performance in the public universities in North-West, Nigeria ($R^2 = 0.119$, $\beta = 0.345$, $t = 9.836$, $p < 0.05$). The study concluded that leadership style and job performance contributed to librarians' job performance in public universities in North-West, Nigeria. The study recommended that the level of librarians' job performance in public university libraries in North-West Nigeria should be sustained by library management.

Keywords: *Job Performance, Job Satisfaction, Leadership Style, Motivational Factors*

Introduction

Librarians provide a lot of services to the academic community, which reflects the kind of job they carry out. They perform technical jobs such as Cataloguing and Classification, Acquisition and User Services, such as Referencing and response to users' queries. They also conduct Educational Services and Selective Dissemination of information to students, teachers and general users of the library (Jerry&Ifeka, 2020). Librarians preserve intellectual content by maintaining information in different formats. Other services

that the librarian provides range from granting access to materials for physically impaired users to training them on how to use the digital materials in the library through soft skills. Librarians try to meet users' social and educational needs in their respective communities and drive community literacy campaigns through information literacy programs. Therefore, for any library to provide effective and efficient services, the job performance of the librarians' employees must be high.

The performance of librarians can be viewed in terms of the Competencies and Skills librarians should possess and demonstrate in discharging their duties. Librarian's competencies and skills will include practical skills, cognitive abilities and other general skills. The competencies and abilities required are directed toward the job performed by the librarian. Therefore, the library as an Organisation emphasizes job performance to encourage effectiveness and efficiency in fulfilling obligations and tasks in the library. Many organizations, including libraries, anticipate meeting their stated objectives through effective performance on the job (Victoria, 2020). According to Nwokike (2018), the expectations of librarians' job performance are predicated on their work-related behaviours.

Scholars such as Uzomba, Oyebola and Izuchukwu (2015) have established that the librarian's job performance could depend on factors like leadership style or organizational politics. A leader is a person who influences the behaviour of his subjects or members of a group. They are expected to have good attributes and behavioural traits like communication skills, good intelligence, interpersonal relationship with their team members, the ability to listen to others, and the ability to motivate and reward appropriately. A leader understands his work environment and knows the strength and weaknesses of his subordinates to impact the organization (Victoria, 2020) positively. He is conversant with the goals of his organization and influences his team members to perform their tasks in line with the general goal of the organization. A leader is a person who influences a group of people and helps them to achieve goals in the organization. He tries to communicate the organizational mandate to his subordinates, and in communicating the organisation's goals, the leader bears in mind that such a goal has to be achievable, inspiring, measurable and shared. Therefore, a leader's ability to drive the employees in the organization towards accomplishing the goals of an organization is dependent on the style of leadership, which is very critical to the overall success of the organization.

Leadership style is a leader's method of providing direction, implementing plans and motivating other employees. It determines employees' work-related behaviours, which results in effective job performance in the library. A good leadership style influences the followership to perform effectively to contribute to organizational effectiveness and perform excellently. Conversely, a bad leadership style also could lead to poor job performance and, consequently, poor organizational effectiveness. In the context of the library, academic libraries also rely on quality leadership styles to enable them to carry out their job effectively. There are several leadership styles, such as autocratic, democratic,

transformational, transactional, laisser-faire and bureaucratic, but this study will focus on transformational, transactional and laisser-faire leadership styles (Victoria, 2020).

This study will concentrate on only those academic librarians working in Public Universities in North-West Nigeria. The North-West region of Nigeria is one of the Six Geo-political Zones that make up Nigeria. This region or geo-political zone comprises seven states: Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto and Zamfara States. In each of these states, public universities are established and owned by the Federal and State Governments. Therefore, the study investigated the extent to which the leadership style influences librarians' job performance in public universities in North-West, Nigeria.

Problem Statement

The university community's need for librarians and library services is so enormous that the university cannot function effectively without them. Librarians are seen as the most important and indispensable part of the library institution because of the services required to provide. Continuous university research may not be possible without the effective functions of libraries and librarians. Ekere (2016); Okolacha, Akam&Uchehara (2020) stated that the university libraries are supposed to serve all areas of knowledge taught in the university. Therefore, to achieve this end, the librarians have veritable roles to play because they are responsible for acquiring, describing, classifying, administering, preserving and organizing library materials by introducing effective access control devices and interpreting their content through personalized services.

However, despite this important role of the library, scholars such as Onyekweodiri (2016), Ikon and Itua (2018), Owubiko (2014) cited in Okorie (2019) noted that the job performance of librarians is low, personnel observation from the researcher has also revealed that the libraries in North-West Nigeria are also not performing to the expected level. Evidence of this is revealed by users complaining that librarians are not at their duty posts as they come at will and leave whenever they wish. Users are saying librarians are not responding adequately to their complaints. Hence, most users (students and lecturers) stay away from the library. On this premise, the study aims to investigate the influence of leadership style on the job performance of librarians in North-west Nigeria.

Objectives of the Study

The objective of this study is to investigate the influence of leadership style on the job performance of librarians in public universities in North-West Nigeria. The specific objectives are to:

1. Determine the level of the job performance of librarians in Public Universities in North-West Nigeria;
2. Assess the types of leadership styles prevalent among librarians in public university libraries in North-West, Nigeria;

- Evaluate the influence of leadership style on the job performance of librarians in universities in North-West, Nigeria.

Hypothesis

The following null hypothesis is tested at a 0.05 level of probability (p<.05)

H_{01} : Leadership style has no significant influence on librarians' job performance in the North-West, Nigeria public universities.

Methodology

The Survey Research Design was used in this study. The Population for this study was 736 librarians. It comprises all librarians in the 12 Public Universities (Federal and State) in North-West, Nigeria. Available records on the Population of librarians show that there are 736 librarians. The list comprises 736 librarians from Federal universities and 5 State-owned universities. All the university libraries and their librarians are in the North-West of Nigeria. The Sample size for the study consists of 259 librarians derived from the 736 librarians in the public universities in North-West Nigeria. The sample size from the Population was determined by using Taro Yamane's (1967) formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population

e = Error Margin

This formula is used when determining the sample size of a known population. Therefore, the sample size of librarians is calculated using the Taro Yamane formula.

With a 5% sampling error, the required sample size is:

$$n = \frac{736}{1 + 736 * 0.05 * 0.05}$$

$$n = \frac{736}{1 + 736 * 0.0025}$$

$$n = \frac{736}{1 + 1.84}$$

$$n = \frac{736}{2.84}$$

A totalsamplesizeoflibrarians259

The proportionate stratified sampling was used to allocate the 259 samples to each university in the 12 public universities using Bowley's (1926) proportional distribution formula. The researcher employed the questionnaire as the research instrument for collecting data in this study. The data collected was analyzed using Statistical Package for Social Science (SPSS) version 21. The data collected was analyzed using descriptive statistics such as frequency distribution, percentages, mean and standard deviation, especially for the research questions. In addition, the hypothesis was analyzed using inferential statistics like linear regression analysis. This analysis was used to test the influence of independent variables on the dependent variable. The result was used to attest to the association that exists among the variables in the study.

Data Analysis, Results and Discussion of Findings

The Chapter begins with a presentation of the response rate. Of the 259 copies of the questionnaire handed out to the study participants, 238 copies were returned within 30 days. This resulted in a 91.9% response rate. Hence, the returned questionnaire copies were used to provide answers to the research questions and hypotheses raised in the study.

Table 1: Level of Job Performance of Librarians in Public University Libraries

Statements	Very High level (4)	High level (3)	Low level (2)	Very Low level (1)	Mean	Std.
Please tick (✓) the option that best describes your level of job performance in the library.	High level (4)	(3)	(2)	(1)		
Declarative knowledge					3.35	0.40
I work better when I have an interest in the task	109(45.6 %)	116(48.6 %)	14(5.8%)		3.40	0.60
I understand my responsibilities in the library	106(44.7 %)	119(50.2 %)	09(3.9%)	03(1.2%)	3.39	0.62
You are good at organizing information in the library	96(40.2%)	132(55.6 %)	10(4.2%)		3.36	0.56
Their control over the functionality of your unit in the library	88(36.8%)	119(49.9 %)	31(12.9%)	01(0.4%)	3.32	0.62
I carry out my job task in the library	93(39.0%)	129(54.4 %)	13(5.4%)	03(1.2%)	3.31	0.63
Motivation					3.29	0.48
I use automated library tools for	97(40.9%)	129(54.4 %)	11(4.7%)		3.36	0.57

a specific purpose		%)				
I try to use strategies that have worked in the past to solve library work challenges	94(39.5%)	118(49.5%)	25(10.6%)	01(0.4%)	3.28	0.67
I know how to use an online public-access catalogue	74(31.3%)	149(62.5%)	15(6.2%)		3.25	0.56
I work best when I know something about the library task	54(22.7%)	168(70.7%)	14(5.8%)	02(0.8%)	3.15	0.54
Procedural knowledge					3.26	0.37
I desire to serve the library's user community	125(52.6%)	103(43.2%)	10(4.2%)		3.48	0.58
I carry out tasks assigned in the library	113(47.5%)	108(45.5%)	16(6.6%)	01(0.4%)	3.40	0.63
I take pride in providing online reference services	100(42.1%)	120(50.5%)	15(6.2%)	03(1.2%)	3.34	0.65
I am happy with your work environment	85(35.9%)	119(50.2%)	27(11.2%)	06(2.7%)	3.19	0.74
I am motivated to attend library conferences	73(30.5%)	107(44.8%)	48(20.1%)	11(4.6%)	3.01	0.83

Librarians' performance (Average Weighted Mean = 3.30)

Source: Researcher's Field Survey, 2022

Decision Rule: 1.0-1.49 = Very Low Level; 1.50-2.49 = Low Level; 2.50-3.49 = High Level; 3.50-4.0 = Very High Level. The criteria mean of 2.5 is calculated as follows: $4+3+2+1=10/4=2.5$.

The result in Table 1 showed that the level of librarians' job performance in public university libraries in North-West, Nigeria was high (Average Weighted Mean = 3.30) on a scale of 4. Job performance was measured by three indicators (declarative knowledge, motivation and procedural knowledge). Additional details from the analysis depict that declarative knowledge ($\bar{x}=3.35$), motivation ($\bar{x}=3.29$) and procedural knowledge ($\bar{x}=3.26$) indicate high levels. This analysis implies that the public university librarians in North-West Nigeria performed highly in all areas of job indicators, especially declarative knowledge. The high level of the job performance of the library employees could be based on the reason that the public university libraries recorded high scores in areas such as showing interest in the task (3.58), displaying good information organization skills (3.36), utilising automated library tools for work (3.36),

display a strong desire to serve the library's user community (3.48) and carry out tasks assigned in the library (3.40).

Types of leadership Style Prevalent among Librarians in Public University Libraries in North-West, Nigeria

Table 2: Leadership Styles Prevalent among Librarians in Public University Libraries

Leadership style prevalent in the library.	Strongly Agree (4)	Agree (3)	Disagreed (2)	Strongly Disagree (1)	Mean	Std.
Transactional					3.28	0.50
Makes it clear to me what to expect if I do what is asked of me	110(46.1%))	107(44.8%)	22(9.1%)		3.37	0.65
Is alert to oversights	99(41.6%)	126(52.8%)	13(5.6%)		3.36	0.59
Recognizes my achievement	109(45.7%))	98(41.3%)	23(9.7%)	08(3.3%)	3.30	0.77
Assists based on hard work	90(37.9%)	125(52.4%)	19(8.1%)	04(1.6%)	3.27	0.68
Tells me what I need to do to be rewarded for my efforts	76(32.0%)	121(51.0%)	34(14.2%)	07(2.8%)	3.12	0.75
Transformational					3.23	0.52
Makes me proud to work with them	98(41.0%)	129(54.2%)	09(3.6%)	03(1.2%)	3.35	0.61
Shows extraordinary competence in whatever he/she undertakes	100(42.0%))	122(51.3%)	11(4.7%)	05(2.0%)	3.33	0.66
I have complete confidence in him/her.	75(31.7%)	144(60.6%)	16(6.9%)	02(0.8%)	3.23	0.60
In both words and actions, he/she creates an image of expertise.	72(30.1%)	128(53.7%)	39(16.2%)		3.14	0.67
The head librarian is a paradigm to me	73(30.5%)	124(52.1%)	40(16.6%)	02(0.8%)	3.12	0.70
Laissez-faire					2.39	0.83
Avoids getting involved when important issues arise.	46(19.4%)	82(34.5%)	61(25.5%)	49(20.6%)	2.53	1.03

Only act when things go wrong	69(28.8%)	45(19.0%)	75(31.6%)	49(20.6%)	2.49	1.02
It is only when problems become chronic that s/he takes action	31(12.9%)	81(34.1%)	69(28.9%)	57(24.1%)	2.36	0.99
Absent on duty only comes when needed	35(14.5%)	76(32.1%)	60(25.3%)	67(28.1%)	2.33	1.04
Delays responding to librarians	34(14.2%)	57(24.1%)	80(33.6%)	67(28.1%)	2.25	1.02

Leadership styles (Average Weighted Mean = 2.97)

Source: Researcher's Field Survey, 2022

Decision Rule: 1.0-1.49 = Strongly Disagree; 1.50-2.49 = Disagreed; 2.50-3.49 = Agree; 3.50-4.40 = Strongly Agree. The criteria mean of 2.5 is calculated as follows: $4+3+2+1=10/4=2.5$

The result in Table 2 showed that different leadership styles are practiced in public university libraries in North-West, Nigeria (Average Weighted Mean = 2.97). The result further revealed that transactional leadership style ($\bar{x}=3.28$) and transformational leadership style ($\bar{x}=3.23$) are the leadership styles prevalent for the organizational practice in public university libraries in North-West, Nigeria, while laissez-faire ($\bar{x}=2.39$) is less practiced. It is also clear from this result that the transactional leadership style is more practiced in the public university libraries investigated than transformational and laissez-fair management styles.

Test of Hypothesis

The hypothesis was carefully analyzed and tested using simple Linear Regression Analyses and reported in Table 3.

Hypothesis: Leadership style has no significant influence on the librarians' job performance in the public universities in North-West, Nigeria.

Table 3: Simple Linear Regression Analysis of Leadership Style and Librarians' job Performance in the Public Universities

Predictors	B	Beta (β)	T	p	R ²	Adj. R ²	F	ANOV A (Sig.)
(Constant)	2.335		13.509	.000				
Leadership style	.327	.345	5.652	.000	0.119	0.115	31.945	0.000

Dependent variable: librarians' job performance

Predictor: (Constant), Leadership style

DF (F-Statistic) = 1, 236

DF (T-Statistic) = 235

Source: Field Survey Results, 2022

Table 3 shows that leadership style has a significant influence on the librarians' job performance in the public universities in North-West, Nigeria ($t (235) = 5.652, p < 0.05$). This implies that leadership style predicts librarians' job performance in the study area. Hence, the null hypothesis was rejected. The $\beta = .345$ of Table 3 shows that there is a positive correlation between leadership style and librarians' job performance in the study area. This suggests that the higher the leadership styles practiced in public university libraries, the more likely the library personnel will perform highly on the job. The $R^2 = 0.119$ in Table 4.6 shows that leadership styles explained 11.9% of changes in the performance of library personnel in the university libraries. In other words, leadership styles contribute 11.9% to librarians' job performance in the public universities in North-West Nigeria. This result suggests that improving leadership styles could improve librarians' job performance in public universities. The F-test (1, 236, $p < .05$) of 31.945 shows that the regression model can be used to forecast librarians' job performance based on leadership styles. The forecasting of the established simple regression model in Table 4.6 is thus expressed as follows:

Where:

JP = Job performance

LS = Leadership styles

e = Error term (All uncaptured variables that can influence JP but not included in the model)

Discussion of Findings

Research objective one sought to find out the level of the job performance of librarians in public university libraries in North-West, Nigeria. The findings revealed that the level of the job performance of librarians in public university libraries in North-West, Nigeria was high on a scale of 4. This finding supports Yaya (2019), who stated that good job performance mirrors the ability to contribute through their work leading to behavioural achievement that is in accordance with the company's goals (university). Furthermore, Japheth (2021) concluded that organizations or institutions need high-performing people to meet their goals, deliver the products and services they specialize in, and achieve their competitive advantage. Also in agreement with this finding, Linda (2020) revealed that majority of the librarians perform their jobs to a great extent; the relationship between the autocratic leadership style and the job performance of librarians is high, positive and significant; the relationship between the democratic leadership style and job performance of librarians was also high, positive and significant.

Research objective two revealed that the result further revealed that transactional leadership style and transformational leadership style are the leadership styles prevalent for the organizational practice in public university libraries in North-West Nigeria, while laissez-faire is less practiced. The findings are consistent with Chinemerem, Uloma, and Evans (2020), who revealed that university librarians practice mostly transformational leadership styles. This was followed by the laissez-faire leadership style, while the least practiced leadership style was the

transactional leadership style. This finding also agrees with evidence from several other studies which corroborate the University library's adoption of democratic, transformational, transactional, bureaucratic and less laissez-faire leadership in recent times (Linda, 2020; Akor, 2015; Pihie et al., 2011). Adopting different leadership styles has been evident in Nigerian tertiary institutions. The study also supports Victoria (2020), who reported that participatory leadership is needed to drive change to stimulate employee creativity.

Hypothesis

The hypothesis revealed that leadership style has a significant influence on the librarians' job performance in the public universities in North-West, Nigeria. In line with this study, extant studies revealed that participative and democratic leadership styles have a more positive influence on staff performance (Anyabi et al., 2012; Saleem, 2015). Granted that the present study, which coheres with the findings of this study, cannot be over-emphasized, the findings by Waziri et al. (2015) using a structural equation modelling analytical approach shows that the transformational leadership style positively and directly influenced the adoption of information technology in construction firms. The adoption of ICT is directly related to the job performance of the employees. The findings further revealed that the transformational leadership styles positively and significantly influenced volunteers' satisfaction. The study agrees with Iran et al. (1991) that transformational leadership styles had a significant positive relationship with employees' job satisfaction. Further analysis indicated that transactional leadership had a 31% impact on employees' job satisfaction, and transformational leadership had a 49% impact on employees' job satisfaction.

Similarly, this study is in line with the findings of Nwaigwe (2015) that a strong influence between head librarians' leadership styles and librarians' job satisfaction was reported. In addition, it was revealed that democratic leadership was the dominant leadership style. The study inferred that democratic leadership could enhance job satisfaction for librarians in tertiary institution libraries in Imo State.

Conclusion

The research was directed to verify the level of the job performance of librarians. The research established that various indicators of leadership styles influence the job performance of librarians in North-West Nigeria. The study found that the level of the job performance of librarians in public university libraries in North-West, Nigeria was high on a scale of 4. The result revealed that leadership style has a significant influence on the librarians' job performance in the public universities in North-West, Nigeria. This leads to the conclusion that the library management should continue to adopt a favourable leadership style to sustain the librarians' job performance.

Recommendations

The results of this study have implications for professional librarians and university management. LIS schools, National Universities Commission (NUC), and the government. The following recommendations were made to address these challenges based on the findings of the study:

1. Since the findings showed that the level of librarians' job performance in public university libraries in North-West Nigeria was high, hence, these areas should be sustained to sustain the job performance of the library personnel.
2. The study revealed that different leadership styles are practiced in public university libraries in North-West Nigeria. It is also clear from this result that the transactional leadership style is more practiced in the public university libraries investigated than transformational and laissez-faire leadership styles. A transformational leadership style should be sustained in these areas because it is how to accomplish a task, correct mistakes and prepare followers for advancement.

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