



Leadership Style of Library Managers as the Correlates of Job Satisfaction of Librarians in Public Libraries in Northern States of Nigeria

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Abstract

This study examined the relationship between leadership styles of library managers and job satisfaction of librarians in public libraries in northern states of Nigeria. The main objective of the study was to determine the relationship between leadership style and job satisfaction, while, other specific objectives were to determine the relationship between transformational; transactional; Laissez-faire; autocratic; democratic leadership styles and job satisfaction in the public libraries studied. Quantitative research methodology was adopted for the study using correlational research design. The total population of the study was one hundred and ninety-three (193) librarians in the nineteen (19) public libraries in the northern states of Nigeria and total enumeration was used in studying the entire population. Data were collected using questionnaire A total of one hundred and ninety-three (193) copies of the questionnaire were administered, one hundred and seventy-two (172) usable responses were received achieving a response rate of 89%. The data collected were analysed using Statistical Package for Social Sciences (SPSS) version 20.0. The findings established a positive relationship between leadership styles and job satisfaction in the libraries. It further revealed that transformational, transactional and democratic leadership styles have significant relationship with job satisfaction while autocratic and laissez-faire leadership styles have no significant relationship with the job satisfaction of the librarians. The study concludes that leadership style influenced job satisfaction in the libraries and the practice of transformational leadership style by the library managers leads to high job satisfaction among the librarians. It was recommended that the library managers should improve in the practice of transformational, transactional and democratic leadership styles and the practice of autocratic and laissez-faire leadership styles should be discouraged in the libraries.

Keywords: Leadership style, Job satisfaction, Correlation, Public libraries, Nigeria

Introduction

Libraries as social organisations need human resources for effective and efficient performance. Human resource in any organisation is very crucial for management and development. Therefore, the continuous existence, progress and development of an organisation depend largely on the capacity of its human resources. However, it is somewhat a difficult task to handle people who are physically, psychologically, culturally and ethnically different from each other. It is only an effective and sound leadership where such complexity can be properly and functionally managed. Impliedly, effective management of employees depends on the type and quality of leadership in the organisation.



Leadership style according to Amini, Mulavizada, & Nikzad, (2019) can be defined as the pattern of behaviour that a leader apply to get the work done through his/her followers or it can be said that a leadership style is a method through which a leader puts his/her leadership practices in place to interact with his/her subordinates. It is obvious, that without desirable leadership style, it is almost impossible for firms to achieve their objectives

In an ideal situation, the type of leadership style practice in the library may lead to job satisfaction and commitment of the librarians. This is because there is possibility that incompetent leadership may result in poor performance, low commitment and low job satisfaction in the library. In addition, the job satisfaction of the library personnel could have a great impact on the total services rendered in the library system, because it helps in creating positive attitudes amongst the employees; improving their performances as well as providing pleasant and cordial relationship with their co-workers, which could also lead to job commitment.

It is identified that satisfied employees are more likely to be productive. So, in an organisation where employees are satisfied, there is high productivity. In line with this, Ojulu (2015) stated that Job satisfaction is very important because satisfied employees perform better since they are likely to absent less, show less job stress, stay at work longer, and so on. Hence, job satisfaction is found to have crucial impact on productivity, organisational efficiency, employee relations, turnover, organisation performance and absenteeism. However, this implied that if the librarians are satisfied with their jobs in the public libraries, there is possibility for them to perform effectively in discharging their duties. So, because of this leaders should recognize the importance of job satisfaction in order to boost the productivity of their organisations, they should therefore pay serious attention to the satisfaction of the employees.

However, it has been observed that librarians in some public libraries in Nigeria are not excited to attend to library users and sometimes pay lukewarm attitude in performance of their assigned responsibilities. This may be attributed to the type of leadership styles practiced by the library managers. Therefore, this research became necessary in order to find out the relationship between type of leadership styles practiced by the library managers and job satisfaction of the librarians in public libraries in northern states of Nigeria

Regarding the relationship between leadership styles and job satisfaction, many studies were conducted in different places and organisations. Most of the studies have indicated that there was positive relationship between the two variables. However, the studies have different areas of emphasis some emphasized on the relationship between autocratic, democratic and laissez-faire styles and job satisfaction, while others focused on the relationship of transformational and transactional leadership styles and job satisfaction.

Objectives of the study

The main objective of the study is to find out the relationship between leadership styles of library managers and job satisfaction of librarians in public libraries in northern states of Nigeria. While, other specific objectives are to determine:

1. The relationship between Leadership Style and Job Satisfaction
2. The relationship between Transformational Leadership Style and Job Satisfaction
3. The relationship between Transactional Leadership Style and Job Satisfaction
4. The relationship between Laissez-faire Leadership Style and Job Satisfaction
5. The relationship between Autocratic Leadership Style and Job Satisfaction
6. The relationship between Democratic Leadership Style and Job Satisfaction



Research Hypothesis

The following alternate hypotheses were formed and tested using Pearson Product Moment Correlation (PPMC) at 0.05 level of significance

- H1₁** There is a significant relationship between leadership style and job satisfaction of librarians in public libraries in the Northern States of Nigeria
- H1₂** There is significant relationship between transformational leadership style and job satisfaction of librarians in public libraries in Nigeria.
- H1₃** There is significant relationship between transactional leadership style and job satisfaction of librarians in public libraries in Nigeria.
- H1₄** There is significant relationship between laissez-faire leadership style and job satisfaction of librarians in public libraries in Nigeria.
- H1₅** There is significant relationship between autocratic leadership style and job satisfaction of librarians in public libraries in Nigeria.
- H1₆** There is significant relationship between democratic leadership style and job satisfaction of librarians in public libraries in Nigeria.

Review of related literature

Leadership styles

A leadership style is generally described as a way in which a leader provides direction for the followers in an organization. It is therefore a leader's style of providing direction, implementing plans, and motivating followers because of the philosophy, personality and experience of the leader. Ng'ethe, Mike and Namusonge (2012) described leadership style as that particular behaviour applied by a leader to motivate his subordinates to achieve the objectives of the organisation. Ushie, Agba, Ogaboh, Agba and Chime (2010) also posited that leadership style entails those characteristics of individual leaders which are typical across situations.

According to Usman, Abdulraheem, Eromosele and Olukade (2018), leadership styles are, therefore, pertinent in keeping valued and talented employees in organisations. This is because when the styles of leadership exhibited by leaders are viewed with negative tenet from the subordinates, this may provoke their propensity to quit the organisation. When the leadership styles are admired and favourable to the subordinates, this will endear them to be motivated, thereby enhancing their performance and intention to stay in the organisation. Thus, they become more committed and satisfied toward their jobs.

Types of leadership styles

There are different types of leadership styles and there is no particular style is considered as the most effective at all-time because each leadership style has advantages and disadvantages, depending on the situation. In line with this, Popli and Rizvi (2016) believed that effective leaders know how to switch between the different styles and can be able to choose appropriate style to maximize influence in the organization. As such, different scholars like Abwalla (2014), Akor (2014), Nwaigwe (2015), Nwokocha and Iheriohanma (2015), Osabiya and Ikenga (2015) identified different types of leadership styles such as autocratic, democratic, charismatic, bureaucratic, situational, laissez-faire, transformational and transactional leadership styles.



Transformational

This is a leadership style where leaders transform and motivate their followers by raising the awareness about the values of the organisation. In this leadership style, the leaders pay more attention to the needs of their followers and support them so that they reach their maximum potential. This means that transformational leadership involves the attempts by the leader in order to influence the followers to achieve the desired goals and objectives of the organization. Transformational leader motivates the followers so that they perform better than intended level. The leader tries to influence the beliefs, attitudes and values of the followers instead of just complying with existing ways of doing things (Arzi & Farahbod; 2014).

Transactional

Transactional leadership style usually gives the employees or subordinates rewards or punishments for tasks carried out. This form of leadership focuses on leader follower exchanges in which subordinates are expected to carry out their duties and perform according to instructions. The followers expect to be compensated either positively or negatively in line with the results generated. This also includes negative actions such as punitive and penalties in the event that the subordinates fail to perform as instructed (Long, Xiang & Kowang, 2013).

Laissez-faire

This is a kind of free-reign leadership style where the subordinates are left on their own without any form of supervision. This means that the subordinates are given a free hand in deciding their own policies and methods. According to Yang (2015), laissez-fair leadership is identified as a deficiency of leadership or no leadership because this type of leadership does not deliver input to their subordinates. Generally, this type of leadership style has negative opinion because a leader assumes the employees will perform various jobs their own way with a little monitoring and least supervision (Aslam & Aslam, 2019).

Autocratic

Autocratic is another leadership style where the manager or leader assumes complete control and takes decision alone. In this leadership style, there is no any input required from the subordinates. It is also characterized by authoritarian behaviour, unilateral decision making, one way communication and also the denial of conflict. In line with this Gordon (2013) described it as a style of leadership where a manager is the most powerful entity, the authority and also the primary decision maker. Autocratic leadership is the type of leadership style in which, the authoritarian leader makes all the decisions himself and delegates the tasks without accepting any form of participation (Janse, 2018).

Democratic

The democratic leadership style is the one which allows subordinates to be involved in the decision making of an organization to express their views and offer suggestions on matters regarding the decision of the organization. This is done usually through formation of committees. It is also known as participative style due to the fact that it encourages one or more employees to be part of the decision making process by determining what to do and how to do it (Kalu & Okpokwasili; 2018). This leadership style is usually based on the principle of involving others in running the affairs of the organisation. In democratic leadership, the employees feel comfortable with the trust reposed in them which gives them the confidence to build a strong cooperation, team spirit, high morale and expunge any element that will bring in espionage (Nwakocho & Iheriohanma, 2015). In a nutshell, such feelings motivate the subordinates to perform effectively and efficiently in the organization.



Job satisfaction

Job satisfaction is described as the degree to which an employee is pleased or satisfied with his or her job. It is the pleasurable feeling that an employee has about the job which helps to create positive attitudes, boosts up their morals, improves their performance and also creates pleasant relationship with the co-workers. It could also be described as a pleasant or positive emotional condition, which is described from an employee’s appreciation for his/her occupation or work experiences (Belias & Koustelious, 2014). In another submission by Rampersadh (2015) job satisfaction is an umbrella term that encompasses the work itself, training and mentorship, advancement opportunities, reward and remuneration as well as the working environment.

Methodology

A quantitative research methodology was utilized for the study because of the nature of the research and questionnaire was used in generating data from the librarians in public libraries under study. The questionnaire provided an opportunity for the respondents to give more confidential information and express their feelings regarding the two phenomena (leadership style and job satisfaction). A total population of one hundred and ninety three (193) librarians in the Northern States of Nigeria was obtained and total enumeration sampling technique was employed because it was manageable. Therefore one hundred and ninety three (193) copies of the questionnaire were administered to all the librarians in the public libraries studied. Out of which one hundred and seventy two (172) copies were retrieved and found useable to the study given a response rate of 89% which is quite adequate for the study. A correlational research design was also used for the study in order to investigate the relationship between the leadership style of the library managers and job satisfaction of the librarians in public libraries. The data collected was analysed using inferential statistics where Pearson Product Moment Correlation (PPMC) was used in testing the hypotheses generated.

Results and Hypotheses Testing

The following results were obtained from the hypotheses tested.

1. Relationship Between Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₁: There is significant relationship between leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

Table 1 correlation between leadership style and job satisfaction

		JOB SATISFACTION	LEADERSHIP STYLE
JOB SATISFACTION	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
	N	172	172
LEADERSHIP STYLE	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	
	N	172	172

** . Correlation is significant at the 0.05 level (2-tailed).

Table 1 presents the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 1 which revealed that there was weak but positive correlation between leadership style and job satisfaction ($r = .338$, P - value = 0.000). This



signifies that there is positive and significant relationship which indicates that the leadership style of library managers has weak positive and significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore retained because $p < .05$

2. Relationship Between Transformational Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₂: There is significant relationship between transformational leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

Table 2 Correlation between transformational leadership style and job satisfaction

		JOB SATISFACTION	TRANSF LS
JOB SATISFACTION	Pearson Correlation	1	.332**
	Sig. (2-tailed)		.000
	N	172	172
TRANSFORMATIONAL	Pearson Correlation	.332**	1
	Sig. (2-tailed)	.000	
	N	172	172

** . Correlation is significant at the 0.05 level (2-tailed).

Table 2 presents the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 2, which revealed that there was weak but positive correlation between transformational leadership style and job satisfaction ($r = .332$ and the P-value = 0.000). This signifies that there is positive and significant relationship. This implies that the transformational leadership style of library managers has weak positive and significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore retained because $p < .05$

3. Relationship Between Transactional Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₃: There is significant relationship between transactional leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria

Table 3 Correlation between transactional leadership style and job satisfaction

		JOB SATISFACTION	TRANSAC LS
JOB SATISFACTION	Pearson Correlation	1	.257**
	Sig. (2-tailed)		.001
	N	172	172
TRANSAC LS	Pearson Correlation	.257**	1
	Sig. (2-tailed)	.001	
	N	172	172

** . Correlation is significant at the 0.05 level (2-tailed).

Table 3 presented the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 3, it revealed that there was weak but positive correlation between transactional leadership style and job satisfaction ($r = .257$, P-value = 0.001) which



signifies that there is positive and significant relationship. This implies that the transactional leadership style of library managers has weak positive and significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore retained because $p < .05$

4. Relationship Between Laissez-faire Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₄: There is significant relationship between laissez-faire leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

Table 4 Correlation between laissez-faire leadership style and job satisfaction

		JOB SATISFACTION	LF LS
JOB SATISFACTION	Pearson Correlation	1	.097
	Sig. (2-tailed)		.204
	N	172	172
LF LS	Pearson Correlation	.097	1
	Sig. (2-tailed)	.204	
	N	172	172

Table 4 indicated the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 4, revealed that there was very weak but positive correlation between laissez-faire leadership style and job satisfaction ($r = .097$ and $P\text{-value} = 0.204$), this signifies that there is positive and no significant relationship. This implies that the laissez-faire leadership style of library managers has very weak positive and no significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore rejected because $p > .05$

5. Relationship Between Autocratic Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₅: There is significant relationship between autocratic leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

Table 5 Correlation between autocratic leadership style and job satisfaction

		JOB SATISFACTION	AUTOC LS
JOB SATISFACTION	Pearson Correlation	1	-.009
	Sig. (2-tailed)		.905
	N	172	172
AUTOC LS	Pearson Correlation	-.009	1
	Sig. (2-tailed)	.905	
	N	172	172

The table 5 indicated the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 5, which revealed that there was very weak and negative correlation between autocratic leadership style and job satisfaction ($r = -.009$). The $P\text{-value}$ of (0.905) signifies that there very weak and no significant relationship. This implies that the autocratic leadership style of library managers has very weak negative and no significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore rejected because $p > .05$



6. Relationship Between Democratic Leadership Style and Job Satisfaction of Librarians in Public Libraries

H1₆: There is significant relationship between democratic leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

Table 6 Correlation between democratic leadership style and job satisfaction

		JOB SATISFACTION	DEMOC LS
JOB SATISFACTION	Pearson Correlation	1	.282**
	Sig. (2-tailed)		.000
	N	172	172
DEMOC LS	Pearson Correlation	.282**	1
	Sig. (2-tailed)	.000	
	N	172	172

** . Correlation is significant at the 0.05 level (2-tailed).

Table 6 presented the result of Pearson Product Moment Correlation (PPMC) used to determine the testing of hypothesis 6, it revealed that there was weak but positive correlation between democratic leadership style and job satisfaction ($r = .282$, P - value = 0.000) and signifies that there is weak positive and significant relationship. This implies that the democratic leadership style of library managers has weak positive and significant relationship with job satisfaction of the librarians in public libraries in the northern states of Nigeria. The hypothesis was therefore retained because $p < .05$

4.2 Results and discussion of the findings

Regarding the relationship between leadership style and job satisfaction of librarians in northern states of Nigeria, the study revealed clearly that there is positive and significant relationship. It further revealed that there is significant relationship between transformational leadership style and job satisfaction, transactional leadership style and job satisfaction and also democratic leadership style and job satisfaction in the public libraries in Northern states of Nigeria. As such the following hypotheses of the study were retained:

- There is significant relationship between leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.
- There is significant relationship between transformational leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.
- There is significant relationship between transactional leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.
- There is significant relationship between democratic leadership style and job satisfaction of librarians in public libraries in northern States of Nigeria.

However, the other hypotheses were rejected because result of the hypotheses tested also indicated that:

- There is no significant relationship between autocratic leadership style and job satisfaction
- There is no significant relationship between laissez-faire leadership style and job satisfaction of librarians in northern states of Nigeria.



This implies that if the library managers would practice transformational, transactional or democratic leadership styles in public libraries, the librarians would have satisfaction because the results of the hypotheses revealed a significant positive relationship between them. The findings of the study are also in line with the findings of Martins (2016) where the results indicated that transformational leadership is highly correlated with effective organisations and successful change.

Other studies carried out outside the field of library and information sciences have indicated relationships and influence between leadership styles and job satisfaction. For instance, in a study conducted by Voonl, Lo, Ngui, and Ayob (2010), they found the influence of leadership styles on employees' job satisfaction in public sector organisations in Malaysia using factors like salaries, job autonomy, job security, and workplace flexibility. It also revealed that transformational leadership style has a positive relationship with job satisfaction whereas transactional leadership style has a negative relationship with job satisfaction in government organisation.

In line with this, the study by Omidifar (2013) found that there is a significant relationship between leadership style, organisational commitment and job satisfaction. Hamidifar (2009) also conducted similar study and the result showed that there is significance positive influence of transformational leadership factor on employee job satisfaction. Transformational leadership behaviour was found significantly affecting predicting variable and in some cases transactional leadership behaviour.

Another study carried out by Riaz and Haider (2010) to determine the impact of transformational and transactional leadership style on job success and career satisfaction in context of Pakistan, showed that transformational leadership style is positively related to job success and career satisfaction. A study also, carried out in the construction sector of the United Arab Emirates also concluded that leadership strongly influences job satisfaction and that leadership style affected organisational commitment in the industry (Randeree & Chaundhry, 2012).

In another study conducted by Boamahet, Spence, Wong and Clarke (2017) in the health sector investigated the effects of nurse managers' transformational leadership behaviours on job satisfaction and patient safety outcomes. The findings revealed that transformational leadership had a strong positive influence on workplace empowerment, which in turn increased nurses' job satisfaction and decreased the frequency of adverse patient outcomes.

Conclusion

This study concluded that there is significant relationship between leadership styles of the library managers and job satisfaction of librarians in the public libraries in northern states of Nigeria. The relationship between transformational leadership style and job satisfaction is everywhere not only in the libraries as indicated by different studies conducted in health, education, companies and in both developed and developing countries. This implied that there is high level of job satisfaction where the leaders are practicing transformational leadership styles. No wonder, this present study indicated high level of job satisfaction among the librarians in the public libraries in northern states of Nigeria because transformational leadership style was the most frequently used style by the library managers in the libraries.



Recommendations

1. The library managers should retain and improve more in the practice of rewarding leadership styles such as the transformational, transactional and democratic leadership styles in their libraries because of the significant relationship between such leadership styles and job satisfaction.
2. The practice of autocratic and laissez-faire leadership styles should be discouraged in the public libraries in northern States of Nigeria because they indicated negative relationship with the job satisfaction of the librarians. As, such the practice of these types of leadership styles could lead to dissatisfaction which may in turn provide negative organisational behaviours such as lack of commitment, absenteeism and so on.

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