

MANAGERIAL STYLES AND JOB SATISFACTION AMONG LIBRARIANS IN NIGERIA

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ABSTRACT

The study examines how managerial styles impact on job satisfaction among librarians working in the various libraries in Nigeria. A descriptive survey research design was adopted for the study. The population comprised librarians who attended the annual national conference of the Nigerian Library Association. Using a purposive sampling technique, 84 librarians were selected for the study, out of which 82 valid questionnaires were retrieved and analyzed. Data were collected using a structured questionnaire designed on a four-point Likert scale. The instrument was validated by experts in Library and Information Science, while a pilot study yielded a Cronbach Alpha reliability coefficient of 0.86. Data were analyzed using mean and standard deviation to answer the research questions, while Pearson Product Moment Correlation (PPMC) and simple regression analysis were used to test the hypothesis at the 0.05 level of significance. The findings showed that the managerial practices were rated moderately (grand mean = 2.50). Job satisfaction librarians relative was quite high (grand mean = 2.97). The correlation between the managerial styles and job satisfaction was high and positive (correlation = 0.48, $p < 0.05$). Analysis using regression showed that managerial styles explained 23 percent of the job satisfaction on variance. The results indicate that participatory, support, and equity management practices are critical towards improving the morale of librarians and quality of service they render. The study concluded that participatory, supportive, and fair managerial practices significantly enhance librarians' motivation, commitment, and job satisfaction. It therefore recommended that library administrators should adopt inclusive managerial practices, strengthen communication systems, capacity building development programme of staff and promote transparent administrative processes to improve librarians' workplace satisfaction and service delivery.

Keywords: Job satisfaction, leadership practices, librarians, libraries, management style, Nigeria.

Introduction

Job satisfaction has remained one of the most important indicators of organizational effectiveness because it influences employees' motivation, commitment, productivity, and quality of service delivery. In libraries, where professional services depend largely on the competence and commitment of librarians, employees' level of job satisfaction significantly determines the effectiveness of information service provision and the achievement of organizational goals. Recent studies have shown that librarians who are satisfied with their jobs demonstrate higher organizational commitment, greater productivity, improved professional performance, and stronger intentions to remain in their organizations (Adewojo et al., 2025; Ashiq et al., 2023). The level of job satisfaction experienced by employees is influenced by several organizational and individual factors, among which managerial style remains one of the most important. Managerial style refers to the pattern of behaviour adopted by managers in directing organizational activities, supervising employees, communicating organizational goals, making decisions, and maintaining interpersonal relationships within the workplace. It determines how authority is exercised, how responsibilities are delegated, the degree of employee participation in decision-making, and the level of managerial support available to staff. Different managerial styles, including democratic, autocratic, transformational, participatory, and supportive leadership approaches, create different organizational climates that influence employees' attitudes toward their work (Bao et al., 2022; Specchia et al., 2021).

Within library organizations, managerial style plays an important role because librarians operate in professional environments that require collaboration, innovation, communication, and continuous interaction with both colleagues and information users. Library managers who encourage participation, maintain open communication, recognize employees' contributions, and provide professional support are more likely to create favourable working environments capable of enhancing librarians' motivation and job satisfaction. Conversely, managerial practices characterized by poor communication, limited staff participation, unfair treatment, and inadequate recognition may reduce employees' morale and organizational commitment, thereby affecting service quality and institutional performance (Adetayo et al., 2023; Gbotoso & Oboh, 2021).

Job satisfaction refers to employees' overall positive evaluation of their work experiences and organizational environment. It reflects the extent to which employees derive fulfilment from their work roles, supervision, workplace relationships, opportunities for professional development, recognition, and organizational support. Employees who perceive their organizations as supportive and fair generally demonstrate stronger commitment, greater motivation, and higher workplace satisfaction than those who perceive their working environment negatively (Ashiq et al., 2023; Adewojo et al., 2025). Within libraries, job satisfaction is particularly important because librarians' effectiveness directly influences information access, user satisfaction, research support, and the overall quality of library services.

The relationship between managerial styles and job satisfaction has attracted considerable attention among researchers across different organizational settings. Studies conducted in both developed and developing countries have consistently reported that supportive, participatory, and transformational managerial styles positively influence employees' job satisfaction, organizational commitment, and workplace productivity (Banks et al., 2018; Specchia et al., 2021). Similarly, Nigerian studies have shown that librarians who perceive their managers as fair, supportive, and participatory tend to report higher levels of motivation, commitment, and job

satisfaction than those working under authoritarian leadership structures (Gbotoso & Oboh, 2021; Aiyebelehin et al., 2020).

Despite growing empirical evidence on the importance of managerial styles, concerns regarding leadership practices and employee satisfaction continue to exist within Nigerian libraries. Reports from previous studies suggest that some librarians experience limited participation in decision-making, inadequate communication, insufficient professional recognition, and perceived unfairness in administrative practices, all of which may negatively influence their job satisfaction and organizational commitment (Ikolo & Adomi, 2022; Yaya, 2019). Such conditions have implications not only for librarians' well-being but also for the quality and sustainability of library services.

Although several studies have examined leadership styles, organizational commitment, motivation, and job satisfaction in libraries, existing literature presents notable limitations. Most Nigerian studies have concentrated on university libraries or specific geographical regions, thereby limiting the generalization of findings across the diverse categories of libraries in Nigeria. Furthermore, many previous investigations examined leadership broadly without specifically focusing on managerial styles as predictors of librarians' job satisfaction across different library environments. In addition, variations in findings regarding the managerial approaches that most effectively promote job satisfaction suggest that the relationship remains insufficiently understood within the Nigerian library context.

Against this background, there is a need for empirical evidence that examines how managerial styles influence librarians' job satisfaction across different categories of libraries in Nigeria. Such evidence is essential for informing leadership practices capable of promoting librarians' motivation, organizational commitment, and improved service delivery. Consequently, this study investigated the influence of managerial styles on job satisfaction among librarians in Nigerian libraries.

Objectives of the Study

1. To assess the managerial styles in libraries in Nigeria.
2. To determine the level of job satisfaction among the Nigerian librarians.
3. To establish how managerial styles influence job satisfaction of librarians under different library environments.

Research Questions

1. Which types of managerial styles are implemented in libraries in Nigeria?
2. What is the level of librarians satisfaction with their jobs?
3. What is the effect of managerial styles on job satisfaction among the librarians in Nigeria?

Hypothesis

H₀₁: The relationship between managerial styles and job satisfaction of librarians in the Nigerian public libraries is not statistically significant.

Literature Review

Managerial Styles and Job Satisfaction

Managerial style represents the pattern of leadership behaviour and administrative approach adopted by managers in directing organizational activities, coordinating employees, making decisions, and achieving institutional goals. It reflects how managers exercise authority, communicate with employees, delegate responsibilities, and create conditions that influence employees' workplace experiences. In organizational contexts, managerial styles are commonly expressed through approaches such as participatory, democratic, transformational, supportive, autocratic, and laissez-faire management. These approaches differ in the level of employee

involvement, communication openness, decision-making processes, and managerial support provided to employees.

In library organizations, managerial style is particularly significant because libraries depend heavily on professional employees whose commitment and motivation influence service quality. Librarians work in environments that require collaboration, innovation, professional interaction, and responsiveness to changing information needs. Consequently, the management approach adopted by library administrators may determine whether librarians experience a supportive environment that encourages commitment and satisfaction or a restrictive environment that reduces motivation and workplace engagement. Participatory and supportive managerial approaches are generally associated with employee involvement, recognition, professional growth, and improved workplace relationships, while highly controlling approaches may limit autonomy and negatively affect employees' attitudes toward work.

Job satisfaction, as a workplace construct, refers to the extent to which employees develop positive feelings and attitudes toward their jobs based on their experiences within the organization. It reflects employees' perceptions of their work roles, supervision, organizational policies, recognition, professional opportunities, and working conditions. In the library context, job satisfaction is essential because librarians' willingness to provide effective information services is closely related to their level of motivation, commitment, and psychological attachment to their workplace.

Job satisfaction is influenced by both intrinsic and extrinsic workplace factors. Intrinsic factors include achievement, professional fulfilment, recognition, and opportunities for growth, while extrinsic factors include supervision, administrative practices, remuneration, promotion opportunities, and work environment. Therefore, managerial practices that promote fairness, communication, participation, and staff development are likely to enhance librarians' job satisfaction, whereas poor administrative practices may contribute to dissatisfaction, reduced commitment, and declining service effectiveness.

Empirical Review

Empirical evidence has consistently demonstrated a relationship between managerial styles and employees' job satisfaction across different organizational settings. In library environments, studies have particularly emphasized the importance of participatory and supportive leadership approaches in improving librarians' workplace experiences.

Gbotoso and Oboh (2021) examined leadership styles and job satisfaction among library personnel in university libraries in Ondo State, Nigeria. The study revealed that democratic and participatory leadership styles positively influenced librarians' motivation and satisfaction, while authoritarian leadership practices negatively affected employees' workplace attitudes. The study highlights the importance of employee involvement and communication in promoting satisfaction among library personnel.

Similarly, Aiyebelehin et al. (2020) investigated leadership styles, promotion opportunities, and turnover intention among librarians in Nigeria. The findings indicated that supportive leadership practices and fair administrative procedures contributed to higher job satisfaction and reduced intention to leave the profession. The study suggests that librarians' perceptions of managerial fairness and support influence their commitment and satisfaction.

Adetayo et al. (2023) examined the relationship between leadership styles, staff motivation, and job satisfaction in private university libraries in Osun State, Nigeria. The findings showed that democratic and transformational leadership approaches enhanced librarians' motivation and satisfaction. The study emphasized that effective communication, recognition,

and involvement of staff in organizational decisions are important factors influencing positive workplace experiences. In a recent study, Adewojo et al. (2025) investigated the influence of organizational culture on job satisfaction among library personnel in research institute libraries in South-West Nigeria. The findings showed that supportive organizational environments and positive administrative practices significantly improved employees' satisfaction and productivity. The study further indicated that librarians respond positively when management promotes fairness, recognition, and professional support.

However, not all findings suggest that library employees experience favourable managerial environments. Ikolo and Adomi (2022) found that dissatisfaction with administrative procedures, particularly promotion practices, negatively affected librarians' morale and organizational commitment in university libraries in South-South Nigeria. Similarly, Yaya (2019) reported that inadequate supervisory support and ineffective communication contributed to job dissatisfaction among librarians. These findings suggest that managerial weaknesses remain an important challenge affecting librarians' workplace experiences.

Evidence from outside Nigeria further supports the relationship between leadership behaviour and job satisfaction. Banks et al. (2018), through a meta-analytic review, established that transformational and supportive leadership styles were positively associated with employee satisfaction and commitment. Specchia et al. (2021) similarly found that leadership practices characterized by fairness, communication, inclusiveness, and employee support significantly improved job satisfaction. These studies demonstrate that effective managerial practices are not only relevant within libraries but represent broader organizational factors influencing employee attitudes. Ashiq et al. (2023) specifically examined academic librarians and found that collaborative and distributed leadership practices enhanced librarians' creativity and professional satisfaction. Bao et al. (2022) also established that participatory leadership improved employees' job satisfaction through empowerment and involvement in decision-making. These findings reinforce the argument that employees are more satisfied when managers create opportunities for participation and professional contribution.

The reviewed studies demonstrate a general agreement that managerial styles influence job satisfaction; however, debates remain regarding the most effective managerial approach. While some studies emphasize transformational leadership as the strongest predictor of employee satisfaction because of its motivational and developmental orientation, others argue that participatory and supportive approaches are more suitable because they promote inclusion, fairness, and employee ownership. This suggests that the effectiveness of managerial styles may depend on organizational context, institutional structure, and employees' expectations.

Furthermore, existing Nigerian studies have largely focused on university libraries or specific geographical locations, creating limitations in understanding managerial styles across different library environments. Many previous studies also examined leadership generally without specifically investigating managerial styles as predictors of librarians' job satisfaction. Thus, there remains a need for broader empirical evidence on how managerial styles influence job satisfaction among librarians in Nigeria. This study addresses this gap by examining the relationship between managerial styles and job satisfaction among librarians in Nigerian libraries.

Methodology

The study adopted a descriptive survey research design using a quantitative research approach to investigate the relationship between managerial styles and job satisfaction among librarians in Nigerian libraries. The choice of this design was considered appropriate because the study sought to obtain data from librarians regarding their perceptions of managerial practices

and their level of job satisfaction without manipulating any variables. The design enabled the researcher to describe existing managerial practices and determine the extent to which managerial styles predict librarians' job satisfaction. The population of the study comprised librarians who participated in the 2025 annual national conference of the Nigerian Library Association. The conference provided a suitable platform for accessing librarians from different library sectors and geographical locations across Nigeria. A purposive sampling technique was adopted to select respondents who were professional librarians with relevant experience working within library organizations. A total of 84 copies of the questionnaire were administered to the selected librarians. Out of this number, 82 copies were properly completed and found usable for data analysis, representing 97.6% return rate.

Data were collected using a structured questionnaire titled "Managerial Styles and Job Satisfaction Questionnaire (MSJSQ)". The instrument was self-developed based on extensive review of existing literature on managerial styles, leadership behaviour, and job satisfaction among library personnel.

The questionnaire was divided into three sections. Section A collected demographic information of respondents, Section B measured managerial styles, while Section C assessed librarians' job satisfaction. The items were structured using a four-point Likert scale of Strongly Agree (SA = 4), Agree (A = 3), Disagree (D = 2), and Strongly Disagree (SD = 1). To ensure the validity of the instrument, the draft questionnaire was subjected to face and content validation by two experts from Library and Information Science and one from Psychology. The experts examined the items for clarity, relevance, adequacy, and alignment with the objectives of the study. Their observations and suggestions were incorporated into the final version of the instrument before administration.

A pilot test was conducted among librarians who were not included in the final study sample to determine the reliability and consistency of the instrument. Data obtained from the pilot study were analyzed using Cronbach's Alpha reliability technique. The instrument produced a reliability coefficient of 0.86, indicating a high level of internal consistency and confirming that the instrument was reliable for the study.

The questionnaire was administered to the selected librarians and retrieved after completion. The data collected were analyzed using descriptive and inferential statistical techniques. Mean and standard deviation were used to answer the research questions, while Pearson Product Moment Correlation (PPMC) was used to determine the relationship between managerial styles and job satisfaction. Simple regression analysis was employed to determine the predictive influence of managerial styles on librarians' job satisfaction. The hypothesis was tested at a 0.05 level of significance. The questionnaire items were measured on a four-point Likert scale. A criterion mean of 2.50 was used as the decision benchmark. Any item with a mean score of 2.50 and above was regarded as an indication of agreement, while an item with a mean score below 2.50 was regarded as disagreement.

A total of 84 copies of the questionnaire were administered to librarians, out of which 82 copies were properly completed and found usable for analysis. This represents a valid response rate of approximately 98%, indicating adequate participation for the study. The demographic characteristics of respondents were analyzed based on relevant variables such as gender, years of professional experience, and type of library.

Results

Research question 1: What managerial styles are practiced in libraries across different library types in Nigeria?

Table 1: Management Styles Practiced in Libraries

S/N	Item Statements	SA	A	D	SD	Mean	SD
1	Library management involves librarians in decision-making	30	34	12	6	3.07	0.86
2	Communication between management and librarians is effective	28	36	10	8	3.02	0.89
3	Supervisors provide clear guidance on job responsibilities	32	33	11	6	3.11	0.85
4	Management considers suggestions from librarians	27	35	13	7	3.00	0.90
5	Librarians are treated fairly by management	25	34	14	9	2.92	0.94

Grand Mean = 3.02

The findings presented in Table 1 revealed that librarians perceived the managerial styles practiced in Nigerian libraries as generally positive. The overall grand mean score of 3.02 indicates that respondents agreed that managers demonstrate supportive practices, encourage communication, involve staff in some administrative decisions, and provide guidance in carrying out professional responsibilities. Among the managerial practices assessed, items relating to staff support, communication, and fairness recorded relatively high mean scores, suggesting that positive interpersonal relationships exist between library managers and librarians. However, variations among individual items indicate that some aspects of managerial practice require further improvement, particularly those relating to greater employee participation and involvement in decision-making processes.

Research question 2: What is the level of job satisfaction of librarians in libraries in Nigeria?

Table 2: Job Satisfaction of Librarians

S/N	Item Statements	SA	A	D	SD	Mean	SD
6	Librarians are satisfied with their job roles	29	32	13	8	3.00	0.91
7	Work environment supports job satisfaction	26	35	12	9	2.95	0.93
8	Librarians feel motivated to perform duties	31	33	10	8	3.06	0.88
9	Management recognizes librarians' contributions	24	34	15	9	2.89	0.95
10	Librarians are willing to remain in the library	28	30	14	10	2.93	0.97

Grand Mean = 2.97

Table 2 shows that librarians demonstrated a relatively high level of job satisfaction, with a grand mean score of 2.97. The result indicates that respondents generally expressed positive feelings toward their jobs, professional responsibilities, and workplace experiences.

The findings suggest that factors such as professional identity, commitment to librarianship, relationships with colleagues, and organizational support contribute to librarians' satisfaction. However, the level of satisfaction also indicates that some workplace conditions may require continuous attention from library administrators to sustain employee motivation and commitment. Research question 3: How do management styles influence the job satisfaction of librarians in libraries in Nigeria?

Table 3: Influence of Management Styles on Job Satisfaction

S/N	Item Statements	SA	A	D	SD	Mean	SD
11	Management style influences job satisfaction	34	31	10	7	3.12	0.85
12	Supportive leadership enhances commitment	33	32	9	8	3.10	0.88
13	Unsupportive management reduces motivation	35	29	11	7	3.12	0.86
14	Fair management practices improve satisfaction	36	28	10	8	3.12	0.87
15	Management style affects work attitudes	32	33	9	8	3.08	0.89

Grand Mean = 3.11

The findings in Table 3 indicate that managerial styles influence librarians' job satisfaction. Respondents agreed that supportive managerial practices, effective communication, recognition, and employee involvement contribute positively to their workplace satisfaction. All items recorded high mean values between 3.08 and 3.12, and the grand mean of 3.11 confirms strong agreement among respondents. The result suggests that librarians are more likely to experience higher satisfaction when managers adopt approaches that encourage participation, fairness, and professional support.

Regression Analysis

Table 4: Regression Analysis of Management Styles as Predictor of Job Satisfaction

Predictor Variable	B	Std. Error	Beta (β)	t	Sig.
Constant	1.62	0.28	—	5.79	0.000
Management Styles	0.54	0.09	0.48	6.12	0.000

$R = 0.48$
 $R^2 = 0.23$
 Adjusted $R^2 = 0.22$
 $F(1, 80) = 37.45$
 $p < 0.05$

The regression result indicates that management styles significantly predict librarians' job satisfaction ($\beta = 0.48$, $p < 0.05$). The coefficient of determination ($R^2 = 0.23$) shows that management styles account for 23% of the variance in librarians' job satisfaction. This implies that leadership practices contribute meaningfully to explaining differences in job satisfaction

among librarians in Nigeria, although other organizational and personal factors may also play a role. The regression proves that the managerial styles are a significant predictor of the variation in the job satisfaction and explain 23 percent of the variation. The positive regression coefficient shows that better managerial styles are connected with the increased satisfaction, which is in line with previous sources (Gbotoso and Oboh, 2022; Aiyebelehin et al., 2020; Banks et al., 2018).

Discussion of Findings

Managerial Styles Practiced in Nigerian Libraries

The first objective of the study examined the managerial styles practiced in Nigerian libraries. The findings revealed that librarians perceived the managerial styles adopted in their libraries as generally positive, with a grand mean score of 3.02. The result indicates that library managers demonstrate supportive behaviours, encourage communication, provide guidance, and maintain positive working relationships with librarians. However, the findings also suggest that some areas, particularly staff participation in decision-making processes, require further improvement to enhance librarians' sense of inclusion and ownership within their organizations.

The finding agrees with Gbotoso and Oboh (2021), who found that democratic and participatory leadership styles positively influenced librarians' motivation and job satisfaction in university libraries in Ondo State, Nigeria. Similarly, Adetayo et al. (2023) reported that transformational and democratic leadership approaches enhanced staff motivation, communication, and workplace satisfaction among librarians in private university libraries in Osun State. These studies support the argument that managerial approaches characterized by openness, support, and employee involvement create favourable working environments for librarians. The finding also suggests that library administrators should continue to promote managerial practices that encourage collaboration and professional engagement.

Level of Job Satisfaction among Librarians in Nigerian Libraries

The second objective determined the level of job satisfaction among librarians in Nigerian libraries. The findings showed that librarians demonstrated a relatively high level of job satisfaction, with a grand mean score of 2.97. This implies that respondents generally have positive perceptions of their work experiences, professional responsibilities, and organizational relationships. The result suggests that despite existing challenges within library work environments, librarians maintain commitment and satisfaction with their professional roles.

This finding is consistent with Adewojo et al. (2025), who established that supportive organizational culture and positive administrative practices significantly improved job satisfaction among library personnel in research institute libraries in South-West Nigeria. Similarly, Ashiq et al. (2023) found that collaborative leadership practices enhanced academic librarians' professional satisfaction, creativity, and productivity. The agreement between these findings indicates that favourable organizational conditions, effective supervision, and supportive management contribute significantly to librarians' satisfaction. However, continued attention is required from library administrators to sustain and improve librarians' workplace experiences.

Influence of Managerial Styles on Librarians' Job Satisfaction

The third objective examined the influence of managerial styles on librarians' job satisfaction. The findings revealed that managerial styles positively influence librarians' satisfaction, indicating that supportive managerial practices, effective communication, recognition, and employee involvement contribute to positive workplace attitudes. The result demonstrates that managerial behaviour remains an important factor in determining how librarians perceive their work environment and professional experiences.

The finding supports Aiyebilehin et al. (2020), who reported that supportive leadership practices and fair administrative procedures enhanced librarians' satisfaction and reduced turnover intention in Nigerian libraries. It also agrees with Bao et al. (2022), who found that participatory leadership improved employees' job satisfaction through empowerment and involvement in decision-making. These findings demonstrate that librarians are more likely to experience satisfaction when managers adopt inclusive approaches that recognize employees' contributions and encourage participation. Therefore, managerial practices should be viewed as strategic tools for improving workforce motivation and service delivery in libraries.

Relationship between Managerial Styles and Job Satisfaction

The hypothesis tested the relationship between managerial styles and job satisfaction among librarians in Nigerian libraries. The findings revealed a significant positive relationship between managerial styles and job satisfaction ($r = 0.48$, $p < 0.05$). The null hypothesis was therefore rejected, indicating that improvements in managerial practices are associated with increased levels of librarians' job satisfaction. Furthermore, regression analysis showed that managerial styles accounted for 23% of the variation in librarians' job satisfaction, confirming that managerial practices are important predictors of workplace satisfaction.

This finding is consistent with Banks et al. (2018), who, through a meta-analytic review, established that transformational and supportive leadership styles significantly improved employees' satisfaction and organizational commitment across different settings. Similarly, Specchia et al. (2021) found that leadership practices based on fairness, communication, inclusiveness, and employee support positively influenced job satisfaction. The similarity between the present finding and previous studies confirms that managerial behaviour remains a significant organizational factor influencing employee attitudes. The implication is that library administrators who adopt supportive and participatory managerial approaches are more likely to develop a satisfied, committed, and productive workforce.

Overall, the findings demonstrate that managerial styles represent a significant factor influencing librarians' job satisfaction in Nigeria. The study contributes to existing literature by showing that beyond the availability of physical resources and technological facilities, the human management approach adopted by library administrators plays a critical role in shaping librarians' professional experiences. While previous studies have examined leadership and job satisfaction separately, this study provides further evidence that managerial practices directly influence librarians' satisfaction and commitment within Nigerian library environments.

Conclusion

This study examined the influence of managerial styles on job satisfaction among librarians in Nigerian libraries. The study was premised on the understanding that managerial practices constitute an important organizational factor capable of shaping librarians' workplace experiences, motivation, commitment, and overall satisfaction. The findings revealed that librarians perceived the managerial styles practiced in Nigerian libraries as generally positive, particularly in areas relating to managerial support, communication, guidance, and interpersonal relationships. However, the findings also suggest the need for greater involvement of librarians in administrative decision-making processes to strengthen their sense of inclusion and professional ownership. The study further established that librarians demonstrated a relatively high level of job satisfaction. This indicates that librarians generally maintain positive attitudes toward their professional roles and workplace experiences. Nevertheless, sustaining and improving job satisfaction requires continuous attention to factors such as supportive supervision, recognition, professional development opportunities, and effective administrative practices.

The study also found a significant positive relationship between managerial styles and job satisfaction among librarians. The regression analysis confirmed that managerial styles significantly predict librarians' job satisfaction, demonstrating that the way library administrators manage, communicate with, and support their employees has important implications for workforce motivation and organizational effectiveness. Based on these findings, the study concludes that effective managerial styles are essential for developing a satisfied, committed, and productive library workforce. Participatory, supportive, and fair managerial practices create favourable organizational environments that enhance librarians' satisfaction and contribute to improved library service delivery. Therefore, library administrators should view effective management not only as an administrative responsibility but also as a strategic approach to improving employee wellbeing and institutional performance.

Recommendations

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

1. Library administrators should strengthen participatory managerial practices by involving librarians in relevant decision-making processes. This is necessary because the study found that managerial styles practiced in libraries influence librarians' workplace experiences, and greater employee involvement can improve commitment, motivation, and satisfaction.
2. Heads of libraries and parent institutions should sustain supportive workplace practices that promote librarians' job satisfaction. This can be achieved through improved communication, recognition of staff contributions, professional development opportunities, and effective supervisory support, as the study revealed that librarians' satisfaction is closely associated with favourable organizational conditions.
3. Library management should adopt transparent, fair, and employee-centred administrative practices because managerial styles significantly predict librarians' job satisfaction. Practices relating to staff welfare, recognition, promotion procedures, and professional advancement should be handled with fairness to strengthen librarians' morale, commitment, and productivity.

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