Relationship between Head of Department Leadership Styles and Lecturers Job Satisfactions in Nigerian Public Universities

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Abstract

The Study, relationship between leadership styles and job satisfaction among the head of department and lecturers of Nigerian public universities is definitely a problem of an accelerating importance towards the higher learning institution within their preparation to complete their mission to become a first class university.

A highly effective leadership style, along with a reliable labor force appeared to become a decisive importance for any university to have the ability to compete in quality and also to accompany the changes. At the moment, the empirical linkages between the head of department leadership styles and job satisfaction among lecturers in Nigerian public universities aren't fully established by past researchers.

Therefore, it is the aim of this study to investigate the relationship between the selected independent variables; leadership styles (transformational, transactional, lasseir-faire) and job satisfaction as the dependent variables, determines the common leadership style that is commonly used by the head of the department, and determines the level of job satisfaction among the lecturers. The research design was descriptive correlational study and data were collected employing questionnaires. The study utilized simple random sampling methods to select 217 lecturers with the response rate of 91.7% from the population of Nigerian lecturers studying at three research universities in Malaysia.

The findings showed that lecturers job satisfaction is high and also the descriptive statistics revealed that the most commonly used leadership styles among the head of department of Nigeria public university is transformational leadership styles, with the highest mean of 3.9032. The result obtained from the correlational analyses revealed that there is a significant relationship between leadership styles of the head of department and lecturers job satisfaction in public universities in Nigeria. The present study contributes useful information for educational leaders and researchers in the field of human resource development.

Keywords: leadership style, head of department, lecturers, Nigerian Universities, job satisfaction

1. Introduction

The relevance of university education towards the economic, industrial and technological growth and development of Nigeria along with other nations around the globe can't be overemphasized. Greater education institutions in recent occasions are seen as agents of social change and development. They're heroines of innovation and alter and they're likely to play a vital role in marketing sustainable economic, social and cultural development. They are the major drivers of monetary knowledge driven global economy. Thus, the universities as greater institutions are in place to complete specified objectives. The Government Republic of Nigeria (FRN, 2004) articulates the objectives of greater education to incorporate the contribution to national development through relevant manpower training, the acquisition, development and inculcation of a good value added mass to

the intellectual capacity of people to know and understand the local and exterior conditions of the environment.

From this background, university lecturers are presently facing many challenges by means of insufficient infrastructure, insufficient enabling research atmosphere, disparity in salary and considerations, sporadic policy implementation between Federal and state government authorities might affect their amounts of job satisfaction. Actually a few of these academics again, are of the perception that communication and decision-making problems appear in their institutions since the leaders take certain choices without including them which produces additional negative work atmosphere. Additionally towards the above, the researcher also observed that disappointed in the academics' job structure and compensation also varying from insufficient feedback regarding personnel evaluation reviews, management focus on particular leadership style, workload, and insufficient support from superior when it comes to salary package which further elevated job dissatisfaction among employees. The above mentioned concern the attitudes of lecturers towards the work they do as well as their amounts of job satisfaction (Oshagbemi, 2004).

In spite of the conditions and terms above, research by (Aluede, 2000) implies that many Nigerian universities have found it progressively difficult to offer the outlined objectives and goals essentially due to the numerous attendant issues that they're designed to face. These problems are largely because of the issues of leadership, most of the tertiary institution in Nigeria is now being confronted with this issue of leadership, which you will find no effective leaders, to determine to proper govern of the school (Sari & Judge, 2004). Presently in Nigeria, higher learning institutions are demanding are structuring from the educational system to be able to meet "new world" developments. To achieve such development and also to have the ability to face the difficulties, educational configurations is actually calling for prime quality leadership using the administration and management abilities. Within the light of these, universities are needed to be ruled effectively through the vice chancellors, while faculties have to be governed effectively by deans and heads of departments to be able to adjust to the alterations and effect continuous improvement. The universities and faculties would find it important to stimulate their staff to use and take advantage of their abilities and capabilities effectively. It's also the job to encourage their staff to become more lucrative with regard to the university's development (Aluede, 2000).

Leadership is among the fundamental and many important needs of every organization. It's frequently regarded as the solution to most organizational problems (Daft & Marcic, 2006). It can direct human assets toward the proper objectives of the organization and be sure that organization functions are aligned using the exterior atmosphere (Zaccaro, 2001). Furthermore, effective leaders can predict the long run odds and style choice methods to fulfill uncertainties (Raiz & Haider, 2000).

Regardless of this scattered effort on leadership styles and job satisfaction among academic staff within the United Kingdom and Malaysia, there's a dearth of research curiosity about it in Nigeria, importantly with regard to the head of department leadership styles as well as their lecturers job satisfaction, hence, why this research is recognized as necessary at this time around.

1.1 Objectives of the Study

This study thus aims to explore the relationship between the leadership styles of head of department and job satisfaction of lecturers in Nigeria public universities.

1.2 While the Specific Objectives Are to-

1) Determine the level of job satisfaction among lecturers in Nigeria public universities based on their head of department leadership styles.

2) Determine the leadership styles commonly practiced by the head of department of Nigeria public universities.

3) Examine the relationship between the head of department leadership styles and lecturers job satisfaction in Nigeria public universities.

2. Overview of Related Literature

The overview of the literature was carried out underneath the following titles: concept of job satisfaction and concepts of leadership styles.

2.1 Concepts of Job Satisfaction

Within the year, some investigation has proven that job satisfaction causes job performance (Goodman, Fandt, Michlitsch, & Lewis, 2007). Job satisfaction is an essential part in human asset management. By determining factors impacting on job satisfaction, the management especially human resource department has the capacity to provide necessary and significant information to create intelligent choices for marketing worker job satisfaction

level (Lambert, Hogan, & Barton, 2001). Diaz-Serrano (2005) corroborated this assertion because they considered job satisfaction like a strong predictor of intentions of overall individual well-being along with the predictor to depart for income (Gazioglu, 2002).

Job satisfaction continues to be referred to in a variety of ways by different scholars. Peretomode (2006) perceived it as being a fulfillment acquired with experience various job activities and rewards. He further stated it's as the feeling about, or effective reactions to facets of the job situation, while Robbins (2001) also supported the views that job satisfaction is definitely an individual's general attitude towards work. While Mullins (2005) stated job satisfaction is much more of the attitude, an interior condition that could be connected having a personal sense of achievement, either quantitative or qualitative. He further has seen it as being an intricate and multifaceted concept which could mean different factor for various people. He further opined that job satisfaction is generally associated with motivation but stated motivation of these relationship isn't obvious. (Riggo, 2000) stated that job satisfaction is the quantity of overall positive feelings that people have towards their job. Rose (2001) saw job satisfaction like a bi-dimensional concept composed of intrinsic and extrinsic dimensions. He further stated intrinsic causes of satisfaction rely on individual qualities for example capability to use initiative, relations with administrators or even the work the person really works. They are qualitative areas of the task. While an extrinsic supply of satisfaction is situational and is dependent around the atmosphere for example Pay, Promotion, Employment and welfare. These types of financial along with other material reward or benefit of employment. Handy (1997) opined that the inspired place of work, whether state or federal own universities can lead to inspired employees and draws focus on the significance of the climate, quality and elegance from the structure sand offices for work performance. Ade-Ajayi (2001) stated that both state and federal universities ought to be cooling a way it would no more rely on insecure and dwindling assets and facilities to ensure that both satisfaction and gratification of employees could be effective.

2.2 Concept of Leadership

Curving out a succinct definition for leadership is extremely tricky. Different scholars have construed the idea of leadership in a different way. (Omar, 2005) described study regarding leadership as both daunting and enticing. It's daunting since it is regarded as among the most significant and pervasive concepts contended a cross numerous disciplines including educational, political, leg a land mental ones. Additionally, Omar (2005) argues that leadership is really a subject of great importance and with published yearly. Over 7000 books, articles or presentations on leadership were created in 1990 (Bass & Avolio, 1990). Additionally, its definitions, taxonomies and topologies are plenty of, previous leadership was noted as getting over 350 definitions (Bass, 1990). It's really hard to achieve just one definition that's acceptable to any or all (Cheng, 2002).

Research in leadership is enticing and is a preoccupation of people since existence (Bass, 1990). It possesses a spring board for ambitious leaders to have the ability to rate themselves against great people who've won the title to be great leaders. Based on (Burns, 1978) leadership "is probably the most observed phenomenon on the planet and among the least understood". He further claims that different scholars, who've tried to define, classify and also to attribute study regarding leadership to specific situations, only have put into its confusion and incomprehensibility. Based on (Adlam, 2003), leadership is really a rather complex concept. This really is because of the truth at several approaches happening to be used to provide meanings to the word leadership and it is effective.

Based on (Akintunde, 2001) people perceived the idea of leadership in various forms. They notice from various angles. To some, it means Charisma while some accept is as true to mean power or perhaps a position of authority. The essence of leadership based on him is fellowship. This suggests that it's the readiness of those to follow along with which makes an individual an innovator. Leadership requires ability of supervisor to help followers to utilize confidence and enthusiasm. (Richard, 2004) sees leadership as the entire process of impacting on the behavior and attitudes of others to attain intended final results. Like authority, it's a subset of the broad construct of energy. He mentioned further that, you will find many definitions of leadership. However, among the couple of common denominators one of the hosts of definition may be the assumption that leadership involves a deliberate influence process of a leader. Aside from this, leadership is success oriented. If your leader attempts an action and doesn't get the support of followers, leadership hadn't really occurred. To lead therefore would be to guide, conduct, direct and preside. It's the duty of the leader to assist an organization achieve objective using the maximum use of its capabilities. A leader doesn't support an organization to push, he places themselves prior to the group because he facilitate progress and inspires the audience to complete organizational goals. Follow up to this, leadership can be viewed as the entire process of impacting on others to complete the job effectively on the sustained time period.

3. Methodology

3.1 Research Method

This research employed a quantitative correlational design. The purpose of a correlational study is to determine the relationships between variables or to use these relationships to make predictions.

3.2 Population of the Study

The study population consisted of Nigerian public university lecturers currently undergoing post-graduate studies in three Universities in Malaysia, namely Universiti Putra Malaysia, (UPM) Universiti Malaya (UM) and Universitisains Malaysia (USM). These three universities were selected for this study because this university is a research university and they have the highest concentration of Nigerian lecturers doing their post graduate program in Malaysia.

3.3 Sample and Sampling Technique

This research utilized Simple random sampling techniques; in which the populations of the study were given an equal chance of being selected. The selection of sample size was based on formula by Krejcie and Morgan (1970). It was suggested that since there are about = 500 (N population), Nigerian public university lecturers studying in the three Malaysian public universities mentioned above then the true sample size is = 217 samples. Thus, the sample size of the study is about 217 Nigerian public university lecturers currently studying in selected universities in Malaysia. A table of random numbers was used to select the 217 based on the recommendation of a formula by Krejcie and Morgan (1970).

3.4 Instrumentation

The Minnesota Satisfaction Questionnaire (MSQ) developed by (Weiss & Dawis, 1967) was used to measure job satisfaction of lecturers. And the leadership style of the head of department was measured by the multifactor leadership questionnaire. The MLQ was developed by (Bass & AVOLIO, 2000).

3.5 Procedure for Data Collection

The instrument was administered by the researcher with the help of Nigerian coordinators in each school.

3.6 Data Analysis Technique

Data collected were analyzed using mean, standard deviation and Pearson product moment correlation statistics.

4. Result and Discussion of Findings

4.1 Objectives No 1

1) Determine the level of job satisfaction among the lecturers in public universities in Nigeria based on their head of department leadership styles.

Table 1. Result for level of job satisfaction

Variable	N	Mean	SD	Levels
Job satisfaction	199	3.7308	0.49081	High

Field survey.

In accordance with the ratings of 1-2.33 is low, 2.34-3.66 is moderate, 3.67-5.00 is high. The analysis shows that the level of job satisfaction among the lecturers in public universities in Nigeria was high. As the indication of the self-assessment the lecturers appeared to have rates higher with their level of job satisfaction based on their head of department leadership styles. These findings suggest that lecturer's job satisfaction in the universities was good at its best.

4.2 Objectives No 2

Determine the leadership styles commonly practiced by the head of department of Nigeria public universities.

Table 2. Results for most commonly used leadership styles

Variable	N	Mean	SD	Rank
Transformational	199	3.9032	0.48572	1
Transactional	199	3.8878	0.51052	2
Laissez-faire	198	3.7357	0.63125	3

The most commonly leadership style that is practiced by the head of the department is the transformational leadership styles with the highest (M = 3.9032, S.D = 0.49), followed by the transactional leadership styles (M = 3.89, S.D = 0.51), laisez-faire is the lowest with (M = 3.74, S.D = 0.63), in accordance with study of (Limsili & Ogunlana, 2008).

4.3 Objective No 3

4.3.1 To Determine the Relationship between Leadership Styles and Job Satisfaction

In addressing this objective, the objective was transformed to the following hypothesis.

HA: There is a significant relationship between the head of department leadership styles and lecturers job satisfaction in Nigeria public universities.

Table 3.

Variables	R	P	Level
Job satisfaction (Y)	----	----	----
Transformational style (X1)	0.326**	0 .000	Medium
Transactional style (X2)	0.369**	0.000	Medium
Laissez-faire style (X3)	0.288**	0.000	Small

As shown in the table above, a relationship was found to exist between transactional leadership style (X_2), and job satisfaction (Y), (r = .369, p = .000). The positive, moderate correlation of .369 indicates the leaders and follower relations. The second highest were found between transformational (X_1) and job satisfaction (Y) (r = 0.326, p = .000) and the correlation coefficient of .326 indicates moderate, positive and linear relationship between transformational leadership (X_1) and job satisfaction (Y). The result indicated that the lowest positive relationship was reported between laisser-faire leadership style (X_3) and job satisfaction (Y) (r= 0.288, p .001).

Therefore, the alternate hypothesis were accepted, which states that there would be a positive significant relationship between leadership styles and job satisfaction and reject the null hypothesis that state there would be no positive significant relationship between leadership styles and job satisfaction.

5. Discussion

The findings revealed that lecturers job satisfaction was at high level with a mean score (M= 3.7308). This indicates that lecturers in Nigerian universities have the opportunity of promotion, are recognized with their job, and treated with respect in their job. In addition, this finding was in consonance with the findings made in previous studies of (Silins & Mulford, 2002), which revealed a high level of job satisfaction among teachers and also previous study of (Edem & Lawal, 2006) also shows a high level of job satisfaction among the lecturers.

Meanwhile, the finding was consisted with the findings of earlier researchers in this field (Limsili & Ogunlana, 2008), proclaimed transformational leadership styles has the best and commonly used styles among the others styles with mean of 3.9032, with accordance with (Hamidifar, 2009) conducted a study in Islamic Azad University in Tehran and revealed that transformational leadership styles best and effective styles used.

However, based on this study, transformational leadership style is the most common style used. Meanwhile, this does not mean transactional leadership style is not being used by the head of the department, the combination of these two styles is important given circumstances and situation leaders operate.

Furthermore, the result of the current study supported other researchers in the field, which claims that there is a significant relationship between leadership styles and job satisfaction. (AL-Hussami, 2008) concluded that leadership style has a positive relationship with employees' job satisfaction. Hamidifar (2009) conducted a study in Islamic Azad University in Tehran and explored that among different leadership styles transformational leadership has a positive relationship with employees' job satisfaction, which also concurred well with the present study.

6. Conclusion

This research was meant to investigate the head of department leadership styles and job satisfaction of lecturers within the Nigeria public universities. The main concern ended up being to look at the relationship between the head of department leadership styles and job satisfaction of lecturers, which haven't worked with in prior studies in Nigerian universities. The study yields several important results and adds towards the teeth fillings an

empirical and conceptual gap within the organizational literature across the country and worldwide. In line with the findings, the next conclusions happen to be attracted:

Findings revealed that lecturers perception on job satisfaction was at a higher level. This recommended that lecturers are pleased with the leadership styles showed by their various heads of department within the universities. The findings established that the head of the department includes good working relations with the lecturers within the universities.

In line with the findings of the study, it has come to the conclusion that lecturers job satisfaction is really a critical variable in lecturers job satisfaction in public universities in Nigeria. This really is apparent within the findings of the study, which isolated the transformation leadership styles has the most typical leadership styles that utilized by the head of departments within the Nigeria public universities.

The significant relationships discovered in this research between the head of department leadership style and lecturers job satisfaction in public universities in Nigeria are really a useful information. Management styles are positive and considerably correlated with job satisfaction, showing that practicing a highly effective leadership style in the universities will improve lecturer's job satisfaction and overall job satisfaction within the employees in the universities in Nigeria.

7. Suggestion

The bottom line is the head of department have to use a leadership styles that is best suited with the environment lecturers are working. For effective job satisfaction of the lecturers.

8. Recommendations

This research has numerous practical effects. The findings of the study provided valuable information for educational leaders, policy makers and human resource developers to create programs regarding how to motivate, encourage and develop standards of human resource development with focus on enhancing, developing and growing lecturer's job satisfaction in Nigerian public universities.

Find no qualms concerning the significant role of leadership in most configurations. Thus the outcomes of the study possess some relevance on leadership training, policy makers and university leaders. The next recommendation can be created in line with the findings from the study. To be able to promote lectures satisfaction, school leaders must create open and collegial climate within their institutions by which lecturer scan freely express and share their opinions and collaborations on important choices.

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