



LEADERSHIP STYLES AND JOB PERFORMANCE OF LIBRARY PERSONNEL IN OYO STATE UNIVERSITY LIBRARIES

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Submitted: 05/09/2023

Accepted: 26/10/2023

Published: 08/11/2023

ABSTRACT

This study investigated the effect of leadership styles on job performance of library personnel in university libraries in Oyo State. Descriptive survey research was deployed for the study. The population of the study consisted of 164 library personnel in universities in Oyo State. An adapted questionnaire was used as the instrument of data collection. The data collected were analyzed through both descriptive and inferential statistics. Linear and multiple regressions were used for hypotheses testing at a 0.05 level of significance. The findings of the study showed the various types of leadership styles (transformational, transactional, laissez-faire) were adopted in university libraries in Oyo State, Nigeria ($\bar{X}=2.78$). More so, the results of the hypothesis tested revealed that there is a significant influence of leadership styles on job performance of library personnel among universities in Oyo State; even as leadership styles have joint influence on the level of job performance but at a low rate. It was recommended that transformational and transactional leadership practices should be instilled in the Leadership Styles and Job Performance of Library Personnel in Oyo State University Libraries course of trainings of the library personnel to enhance the level of their job performance.

Keywords: University libraries, Job performance, Job motivation, Leadership styles, Library personnel



Introduction

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Leadership is the key to progress and survival in an organisation, the leadership style adopted by the organisation is significant for reaching the achievement of library objectives. In an era of constant changes, where the job descriptions as well as the skills requirements for library personnel keep changing, library managers across the world understand the importance of applying the right leadership style. The changes in libraries can be managed by leadership, and the successes or failures in library management in Nigeria are influenced by leaders on their subordinates and leadership style in managing the library (Armstrong, 2016). Leadership is defined as the capability of getting work done within the group and attracting the willing cooperation of the group (Khan & Yadav, 2018; Carasco-Saul, Kim & Kim, 2016).

Leadership style refers to the way, direction, and plan in which employees are motivated. Library managers are expected to possess leadership skills that are appropriate to lead and manage their organisations. Effective job performance is achieved through the leadership style of library managers. It has been agreed that autocratic, democratic and laissez-faire leadership styles can be used by men and women in leadership positions. There have been attempts by scholars to ascertain the types of leadership styles used, by library managers with evidence indicating that librarians also adopt all three types of leadership with a degree of success. Various types of leadership styles enhance library personnel's job performance. This includes transformational leadership style, transactional leadership style, and laissez-faire leadership style (Akparobore, & Omosekejimi, 2020).

Transactional leadership relies on self-interests to motivate and direct employees. Library personnel are often given tasks based on the expectation that they will be rewarded with privileges that are exclusive to the performing staff to fulfill tasks that are transactional leadership style. Transactional leaders wield their power because of their official authority. Transactional leaders believe that the primary goal of a subordinate is to follow their leaders' orders. The transactional leader uses a system of incentives and punishments to inspire his followers. If subordinates do what the leader wants, they will be rewarded, but if they don't, they will be punished. Leader-followers' interaction is done to meet performance objectives. There are four main features of the transactional leadership style; contingent rewards, active management by exception, and passive management by exception. The aim of rewards is usually linked to the transactional leader. Provide appropriate resources and set mutually agreed-upon goals to achieve this. They give various rewards for effective tasks and penalties for failure to meet goals (Bender & Heywood, 2016).

Transactional leaders set specific, measurable, achievable, reasonable, and timely targets for their subordinates. A feature of transactional leadership is active management by exceptions,

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where the leader is constantly monitoring employee activities and corrects mistakes immediately. When standards are not reached or the performance is not in line with expectations, transactional leaders are not allowed to interfere. Punishment may be used to retaliate for poor performance (Offem, 2021). Transformational leadership seeks to effect positive change among team members and transform them into leaders. It is different from other traditional leadership styles in that it encourages motivation and performance by touching on the identity of the individuals and the company. It motivates others to work hard. Typically, transformational leadership establishes objectives with high



expectations while demonstrating support and appreciation for the individual with a motivational aspect that pushes one to care about the whole. A transformational leader will set a vision, motivate the team to achieve it, and guarantee the team's success. Transformational leadership consists of four key components: individualized care, intellectual stimulation, inspirational motivation, and idealized influence.

Individualized care is the extent to which the leader takes care of the individual. The leader shows compassion, offers aid, recognizes accomplishments, and fosters personal growth. Intellectual stimulation is the amount of stimulation a leader gives to an individual to realize their full potential, foster creativity, and take calculated risks. The leader is not afraid to take risks and will prioritize the individual who can work independently. This allows the leader to inspire the individual by proposing an appealing idea. When they are led by individuals who are inspired, they will be challenged by competitive goals, future accomplishments, and stimulation. An employee with a strong sense of purpose should be motivated by an inspiring motivation approach. The leader postures as a role model with high levels of integrity, pride, and reliability. Inspirational motivation is growing in popularity. Businesses with outdated structures that need modification are the most effective in transformational leadership. It's an excellent method for fostering creativity, generating mutual trust, and fostering an understanding and empathetic workplace.

Laissez-faire is a style of leadership where a specific person influences a group of individuals to achieve common goals (Popli & Rizvi, 2016). It is influenced by maximum freedom where subordinates are allowed to perform their duties without restriction to achieve required goals. There is no rigid answer to any question because librarians are a knowledge profession. Library personnel should be allowed to be innovated because it requires constant innovation. Some leaders may allow their subordinates to decide on their policies and methods and to make their own decisions. The freedom of subordinates to make their own decisions is what it is about. Subordinates are influenced when leadership and followership are linked (Usman, Abdulraheem, Eromosele, George & Olukade, 2018). To meet the demand of situations in which it operates, effective leadership should diagnose and adopt an appropriate style of leadership (Juliana & Chukwueke, 2020).

The modern university library is constantly being challenged to innovate and deliver the best collection and services which attract more users existing. The leadership style is needed to motivate employees to put in their best. The library personnel anticipated to perform to the best of their abilities to meet the high expectation placed on the library by the users and other stakeholders. Identifying the leadership adopted by library managers and the level of job motivation is an important step towards the

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development of appropriate strategies to ensure optimal performance of library personnel in university libraries in general and Oyo State, Nigeria, in particular, which will eventually contribute to national development.

Statement of the Problem

The main objectives of the university library are achieved by the effective job performance of library personnel. The library personnel are professional and paraprofessionals who carry out various



activities related to the collection, organisation, interpretation, preservation, and dissemination of information resources. The effectiveness of the library depends on the job performance of the personnel. The evaluation of the job performance of library personnel is an important part of library management, poor performance of library personnel can affect the quality of service in the library which can affect users' satisfaction.

The pride of place within the academic community may be lost if the trend is reversed. The library and information services are important to the members of the university community. The factors that affect job performance among library personnel have always been shown to be of interest to researchers. Concerning the job performance of library personnel, several factors have been examined, but not much study has been done on the influence of leadership styles and motivation on the job performance of library personnel in the Oyo state of Nigeria. The study would examine the influence of leadership styles and job performance of library personnel in university libraries in Oyo State, Nigeria.

Objectives of the Study

The main objectives of this study are to investigate the influence of leadership styles, and job performance of library personnel in university libraries in Oyo State, Nigeria, while the specific objectives are to:

- i identify the most adopted type of leadership styles (transformational, transactional, laissez-fair) adopted among university libraries in Oyo State, Nigeria; and
- ii examine the influence of leadership styles (transformational, transactional, laissez-faire) on the job performance of library personnel among universities in Oyo State.

Research Questions

- i. What kinds of leadership styles (transformational, transactional, laissez-faire) adopted among university libraries in Oyo State, Nigeria?
- ii. What is the influence of leadership styles (transformational, transactional, laissez-faire) on the job performance of library personnel among universities in Oyo State?

Research Hypothesis

The null hypothesis for this study is stated below.

There is no significant influence of leadership styles (transformational, transactional, laissez faire) on the job performance of library personnel among universities in Oyo State.

Significance of the Study

This study will help librarians and top managers to be aware of their roles in shaping and tailoring the libraries to achieve their goals. The study would expose librarians, especially those in management to the relevance of various leadership styles and guides them in identifying the best and the most appropriate leadership style to use in relevant situations as well as job motivation packages for effectiveness and increased job performance. This study is significant because other researchers in



similar or related fields would use the findings in this study for future studies that would create a huge impact on society. The study would be added to the conceptual understanding of all aspects of job performance, leadership styles, and motivation in the context of academic libraries. It would serve as a benchmark for further research materials for students, policy makers and other scholars, as well as a reference and materials for further studies.

Review of Related Literature

This segment deals with the findings of various empirical studies relating to the objectives of the current study. The literature reviewed covers the dependent and independent variables as well as their associated constructs. According to Ukaidi (2016) who conducted a study on determining the role of leadership style on the job performance of university library personnel in the state. a random group of 94 people was surveyed. There are five university libraries in the State. The leadership measurement and scales were used to conclude the leadership tendencies of library personnel. There are four leadership styles in the libraries of Delta State (Ukaidi, 2016). In a previous study, it was found that transactional, transformational, and laissez-faire leadership styles are found in the South-south universities of Nigeria. The flexibility of the librarians regarding these leadership styles is what makes the amount of training and conferences regularly organized and attended by these librarians. Recent understandings of the importance of involving subordinates may have contributed to the over expression of these leadership styles.

Offem (2021) determined the influence of university librarians' leadership style on the job performance of professional librarians in Nigerian university libraries. The findings showed that the librarians adopted more of a transformational leadership style. This is followed by the bureaucratic leadership style less laissez-faire leadership style and far less transactional leadership style. The study showed that the job performance of professional librarians is not influenced by the leadership style of university librarians. The study found that transformational leadership style has a positive influence on library personnel job performance. Workgroups that were very productive and had high levels of motivation are typical of this style of leadership. The researchers recommend that heads of university libraries should be encouraged to adopt a transformational leadership style since it yields higher results in the job performance of subordinates and consequently users' satisfaction with library services (Al Rahbi, Dhahi, Khalid & Khan, 2017).

The impact of University Librarians' leadership styles and productivity was investigated in a related study. Frequency counts, simple percentages, mean scores, and standard deviation were used

to analyze the data. The adoption of leadership styles by the University librarians was shown in the findings of the study. The transformational style was adopted the most. The rate of staff productivity was found to include the ability to work till closing hours, efficient interaction with users, and bringing new ideas into the library, among others. High staff productivity is one of the ways the leadership styles of librarians affect staff productivity. There are a lot of factors that affect productivity. The study concludes that University librarians have leadership styles that affect productivity and recommends the



creation of a good working environment and good leadership styles that promote a good relationship between heads of libraries and their subordinates (Al Marhoobi & Attan, 2017). Rahman, Wahab, and Nadzri (2018) conducted a study to determine the effect of leadership styles on job performance. The work environment and leadership style affect job performance according to the regression analysis. The impact of different leadership styles on the performance of university employees was discovered. According to the study, transformational leadership styles contributed more than the other two due to their ability to share decision-making amongst subordinates, the ineffective leadership might harm output (Dina & Olowosoke, 2018).

The impact of leadership styles on librarians was investigated by Dina and Olowosoke (2018) and Orewa (2019). The study used the ex-post facto research design, which utilized the non-probability sampling technique, involving purposive and accidental sampling, and data was generated through a questionnaire and analyzed using both descriptive and inferential statistics. After the research question was answered, the hypotheses were tested. The effectiveness of librarians is affected by leadership styles. Professional librarians should use a transformational leadership style to bring about good service delivery, effective performance, and enhanced productivity. There is more than one set of objects. The purposive sampling technique was used to measure transactional, transactional, and laissez-faire leadership styles, a subordinate's perception of his/her superior's leadership style was collected by reviewing the Multi-factor leadership questionnaire. The impact of the transactional leadership style was measured. Descriptive analyses were used to analyze the data. Linear regression and Pearson correlation were used to test the hypotheses. According to the study, universities that want to achieve better performance from their employees should try to exhibit more transactional and transactional leadership styles. To develop the leadership capabilities of employees, universities should implement leadership training and development programs.

Shaaban (2017) reported in a study on leadership style and job motivation. The primary data collected for the study was subject to both descriptive and inferential statistics, similar findings were also reported among the relationship between leadership style and job motivation. There is a statistically significant relationship between classical, transactional, and organic leadership styles and job motivation. There was a correlation between leadership style and job motivation, as well as a correlation between leadership and the number of years of experience (Al Marhoobi & Attan, 2017). A study examined the power of job motivation and job performance as a tool to enhance library personnel effectiveness in the discharge of their duties and highlighted the role of motivation in enhancing job performance. Interviews and questionnaires were used to collect data. The two hypotheses used for the research were correct. According to the findings, the financial method is the

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most popular way of job motivation. The importance of motivation in reward systems is what motivates University library personnel (Ahmed, Yang, Rahoo, & Poudiougou, 2021).

Purba, and Heryanto (2019) examined the role of leadership style on the job performance of library personnel. The leadership measurement and scales were used to conclude the leadership tendencies of librarians. The criterion mean is 2. The coordinating heads of these libraries exhibited the



most dominant and overwhelming leadership styles. There was a low relationship between leadership style and job performance. According to the study, the effectiveness of university libraries could be dependent on the managerial expertise of the head librarians and they should have leadership training regularly. To objectively collect information from the respondents, the paper adopted a survey research design. The study used total enumeration. The data was collected using a self-developed, validated, pretested Cronbach's alpha reliability coefficient and the results revealed that librarian/library managers do not exhibit or adopt the transactional and laissez-faire leadership style. The performance of library personnel in the universities was very good. There was a correlation between leadership style and job performance. It was recommended that librarians use a mixture of transactional and transformational styles of leadership in their library administration to enhance better job performance among library personnel and that the use of a laissez-faire leadership style should be discouraged by librarians.

Babatunde, Issa, Saliu, Babafemi, Abdulraheem and Otonekwu (2021) examined the role of leadership style on the job performance of library staff. The leadership measurement and scales were used to conclude. The criterion mean is 2. The coordinating heads of the libraries had overwhelming leadership styles. The relationship between leadership style and job performance was low. According to the study, the effectiveness of university libraries could be dependent on the managerial expertise of the head librarians and they should have leadership training regularly. The paper used a survey research design to objectively collect information from the respondents. Total enumeration was used in the study. The data was collected using a self-developed, validated, pretested Cronbach's alpha reliability coefficient and the results revealed that librarians do not exhibit or adopt the transactional and laissez-faire leadership style. The library personnel in the universities did a good job. There was a correlation between leadership style and job performance. It was recommended that library personnel use a mixture of transactional and transformational styles of leadership in their library administration to enhance better job performance among librarians and that the use of a laissez-faire leadership style should be discouraged by librarians.

Francis and Isong (2016) and Akanji, Mordi, Ajonbadi and Mojeed-Sanni (2018) investigated the relationship between leadership styles used by top management and how they motivate middle management managers. Two techniques are used by the Civil Aviation Ministry in Egypt. The purpose of the study is to find out which style is being used. The research instrument was used to collect the data. The top managers in MOCA use a transactional style of leadership that reacts to their job motivation more than the other way around. The leadership style adopted by university library

personnel is transformational and laissez-faire and this has a lot of influence on how dedicated, devoted, and committed the library personnel are to their work in the library. It was recommended that university library personnel put into consideration several issues before adopting a particular leadership style as this will either make or mar the effort of the leader towards achieving the overall goal of the library which is to satisfy the information needs of its users.



Rajamohan (2020) examined the effects of motivation on job satisfaction and performance of librarians in the University of Ilorin Library, as well as data collected using a questionnaire and analyzed with simple percentages and Frequency tables. Motivational factors such as an opportunity for promotion, good working conditions, and involvement at work, promotion, and financial reward affect job performance and satisfaction according to the findings. The study found that motivation is the most important factor in determining staff performance. Ensuring well-set library goals, salary increments, the existence of an opportunity for training, sincere and annual appraisal, concrete job description, and opportunity to participate in decision-making are some of the things the study recommended.

Kuntz, Davies, and Naswall (2019) examined the effect of motivation on performance. A research design was used. The employees of Pam Golding Properties were included in the study. The study used a variety of methods to rate the importance of motivational factors. The package was used to analyze the research. The management of Pam Golding Properties used motivational goal setting. Despite being specific, the management allowed the employees to be involved in setting goals. There is a lack of regular training for employees to improve their skills and knowledge. During on boarding or to achieve their goals, there was not a mentorship program. Training programs should be implemented by the management. Employees at Pam Golding Properties were dissatisfied with the monetary package provided by the organisation. When compared to other real estate organisations, the payment received and benefits package was not seen as being competitive. The study concluded that money was a motivator for the personnel and that the company should increase the monetary and benefits package they give, but they were not effective in motivating employees to perform. The current recognition and reward programs were seen as unfair by the employees. Management should re-engineer the current recognition and reward program to change the perception of personnel performance.

Theoretical Framework

The full-range leadership model was developed by Bass and Avolio in 1994. This model was an extension of the transformational and transactional leadership styles developed by James Burns in the 70s. The Full Range Leadership Model added one more style; laissez-faire to make it the three distinct leadership styles. The main assumption of the model is that there are three categories of leaders with distinct sets of qualities that correspond to their leadership styles (Rahman, Wahab & Nadzri, 2018). The model also spelled out a key feature of each leadership style. Transformational leadership is described with factors such as; Attributed idealized influence; behavioral idealized influence, inspirational motivation; intellectual stimulation, and individualized consideration. Transactional leadership has three attributes which include; contingent reward; active management-by-exception and

passive management-by-exception passive. Laissez-faire leadership is characterized by 'denial of leadership responsibility. The first style of leadership is transformational leadership, which is the most advantageous and desirable form of leadership library personnel can adopt. All of these are what distinguish transformational leaders from other forms of leaders and explain their success in modern organisations.

Inspirational motivation is when a leader builds confidence in subordinates and motivates them



to have an intelligent purpose. To provide inspirational motivation, the leader has to present the subordinates with a well-articulated what is to come, let them know what is expected of them, and ensure that he/she believes in what is being preached. Intellectual stimulation on the other hand involves encouraging subordinates to be innovative and not to be rigid. It can be in form of trying out new approaches or acquiring new skills. This is expected to lead to behavioral influencing in which the subordinates are made to see the organisation's goals. The main strategy of the transformational leader is to make the employee see themselves as member of the organisation.

As related to the leadership style construct in this study, library managers who adopt the transformational leadership style are characterized to create a great working environment, advocate for a common vision and mentor and guide their followers. These types of leaders can get library personnel working under them to provide the best information services and become some of the best information professionals through their expert guidance and motivation. This way, they ensure that the library's objectives are achieved in a way that is enriching for all library personnel. Transactional leadership is the most prevalent leadership style in many organisations. In the context of the library, transactional library managers focus on monitoring, structure, and performance and employ both rewards and punishments, sometimes known as "carrots and sticks," to instill conformity among the library personnel. The transactional library manager is more concerned about how to achieve the objectives of the library rather than the welfare of library personnel. Under this kind of leader, it is the survival of the fittest with those who can deliver getting rewards while those who fail to deliver are severely sanctioned. There is often no room for collaboration or knowledge sharing.

Laissez-faire leadership is often regarded as the worst style. However, it is not always worse as it has its usefulness. In a university library where the laissez-faire style is adopted, people may observe a significant lack of leadership. What this kind of leadership entails is recruiting expert, knowledgeable staff, giving them basic orientation, and leaving them to perform their duties. Some university librarians can be seen as laissez-faire because they rarely involve themselves in the day-to-day running of the library. Each library at various units in the library has its responsibility which it must carry out. Consequently, laissez-faire executives typically only intervene in firms when conditions deteriorate (Lathika, 2018).

The full-range leadership theory is regarded as an explored paradigm in the field of leadership. In addition, this theory has demonstrated a high degree of predictive validity for a variety of leadership outcomes, including leader performance and effectiveness evaluations, as well as follower satisfaction and motivation.

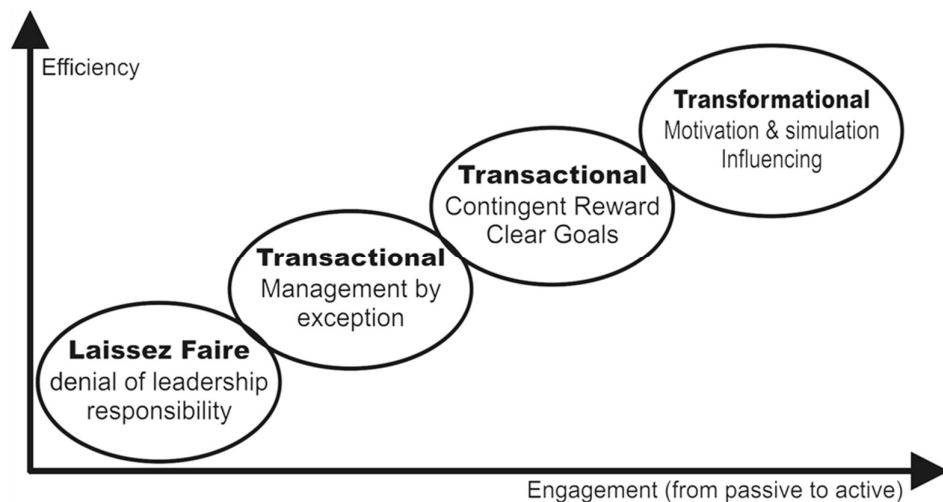


Figure 1: The Full Range Leadership Model

Methodology

The research design adopted for this study was the descriptive survey research design of the correlational type. The focus population for this study comprised all Librarians, Library officers and Library assistants' in both public and private Universities, Oyo State. As obtained from national university commission website, there are ten (10) universities in Oyo State and one was established by federal government, two by state government while seven by private individuals and organisations. The total number of library Personnel under study was expected to be one hundred and sixty-four (164).

A census sampling technique were used for this study due to manageable number of population and therefore, the entire 164 library personnel from the 10 universities in Oyo States were used for the study. The use of census technique was based on the population of the library personnel in the study, it was meant for manageable research purpose and thus, consider as suitable method of sampling technique for this study population (Harris, Holyfield, Jones, Ellis & Neal, 2019).

The data collected from the respondents with the aid of questionnaire were analyzed using descriptive and inferential statistics. Demographic data were analyzed statistics using descriptive while research questionnaire were answered using both descriptive and inferential statistics such as mean, standard deviation and percentage. Hypothesis one and two were analyzed using correlations while hypothesis three will be analyzed using multiple regressions at a 0.05 level of significance. Criterion mean was placed at 2.50 indicating that average mean was placed at 2.50 indicating that average mean below 2.50 was considered low and average mean above 2.50 was considered high. All these were achieved with the aid of IBM SPSS Statistics version.



Table 1: Population of the Study

S/N	Name of Universities	Ownership	Librarians	Library Officers	Library Assistants	Total
1	Ajayi Crowther University, Oyo	Private	7	5	3	15
2	Lead City University, Ibadan	Private	9	3	2	14
3	Kola Daisi University, Ibadan	Private	2	-	1	3
4	Dominican University, Ibadan	Private	4	-	1	5
5	Precious Cornerstone University, Ibadan	Private	2	-	-	2
6	Atiba University, Oyo	Private	1	2	-	3
7	University of Ibadan, Ibadan	Public	27	49	-	77
8	Ladoke Akintola University, Ogbomoso	Public	18	22	-	40
9	Oyo State Technical University	Public	2	1	1	4
10	Dominion University, Ibadan	Private	1	-	-	1
Total			73	82	9	164

Data Analysis and Results

The results are presented and findings were discussed in relation to the research questions and hypotheses raised in the introduction. The demographic information of the respondents was first discussed, followed by the research questions and hypotheses. Data pertaining to the demographic distribution of Respondents are presented in Table 2.

Table 2: Demographic Distribution of the Respondents

Name of Library	Frequency	Percentage %
University of Ibadan, Ibadan	63	51.2
Ladoke Akintola University, Ogbomosho	29	23.6
Lead City University, Ibadan	12	9.8
Ajayi Crowther University, Oyo	10	8.1
Oyo State Technical University, Ibadan	3	2.4
Dominican University	2	1.6
Kola Daisi University, Ibadan	2	1.6
Atiba University, Oyo	1	0.8
Precious Cornerstone University, Ibadan	0	0
Dominion University, Ibadan	0	0
Total	123	100
Gender		
Male	57	46.3
Female	66	53.7
Total	123	100
Age Range	Age Range	Age Range
30-39 years	32	26
20-29 years	28	22.8
40-49 years	27	22
50-59 years	24	19.5



60 years and Above	12	9.7
Total	123	100
Higher Academic Qualifications		
Ph.D.	37	30.1
ND/HND	32	26
Master's Degree	30	24.4
Bachelor's Degree	24	19.5
Total	123	100
Years of Work Experience		
10-14years	32	26
20 years and above	28	22.8
15-19 years	27	22
Less than 5 years	24	19.5
5-9 years	12	9.7
Total	123	100
Positions/Ranks		
Library Officer	60	48.8
Librarian	34	27.6
Library Assistant	29	23.6
Total	123	100

Table 2 above shows the demographic distribution of the respondents. Data pertaining to the institutions of the respondents shows that the University of Ibadan, Ibadan had the highest number of respondents 63(51.2%). This was followed by Ladoke Akintola University, Ogbomoso 29(23.6%); Lead City University, Ibadan 12(9.8%); and Ajayi Crowther University, Oyo 10(8.1%). The institutions with the least number of respondents were Dominican University 2(1.6%); Kola Daisi University, Ibadan 2(1.6%); and Atiba University, Oyo 1(0.8%). Precious Cornerstone University, Ibadan, and Dominion University, Ibadan had no respondents.

The table shows that female had higher number of respondents 66(53.7%), while male has 57(46.3%). This implies that there were more female respondents than male respondents in the institutions investigated. Regarding the age distribution of the respondents, the table revealed that 32(26%) of the respondents were within the age range of 30-39years; 28(22.8%) fall within the age bracket 20-29years; 27(22%) fall within the age bracket of 40-49 years; 24(19.5%) were within the age of 50-50; while the least were 60 years and above 12(9.7%). This means that most of the respondents fell within the age bracket of 30-39years. Responses about the academic qualifications of the respondents revealed that majority of the respondents were Ph.D. holders 37(30.1%). This was followed by ND/HND 32(26%), and Master's Degree 30(24.4%). The least were Bachelor's Degree holders 24(19.5%).

Moreover, results regarding the years of work experience of the respondents revealed that 32(26%) of the respondents had work experience of 10-14 years. This was followed by those that had worked for 20 years and above 28(22.8%), 15-19 years 27(22%), and less than 5 years



24(19.5%). The least were those that had work experience of 5-9 years 12(9.7%). This signifies that library personnel with 10-14 years' work experience constitute the majority in the libraries. Responses regarding the positions/ranks of the respondents indicated that majority of the respondents were library officers 60(48.8%). This was followed by librarians 34(27.6%). The least were library assistants 29(23.6%). This means that the ranks of library officers had the highest response rate.

Research question:

What are the kinds of leadership styles (transformational, transactional, laissez-faire) adopted among university libraries in Oyo State, Nigeria?

Table 3: Leadership Styles (Transformational, Transactional, Laissez-faire) adopted by the Respondents

Leadership Styles	Strongly Agree		Agree		Disagree		Strongly Disagree		Mean (\bar{X}) SD	
	No	%	No	%	No	%	No	%		
Transformational Leadership Style										
My boss treats me as individual rather than member of group	51	41.5	36	29.3	25	20.3	11	8.9	3.03	.991
My boss can inspire anyone to do their best	61	49.6	22	17.9	21	17.1	19	15.4	3.02	1.138
My boss instills pride in me for being associated with her/him	44	35.8	40	32.5	23	18.7	16	13	2.91	1.032
My boss always suggests new ways to complete my work	51	41.5	21	17.1	36	29.3	15	12.2	2.88	1.091
My boss emphasizes the importance of having a strong sense of purpose	50	40.7	30	24.4	20	16.3	23	18.7	2.87	1.145
My boss goes beyond self-interest for the good of staff	42	34.1	33	26.8	29	23.6	19	15.4	2.80	1.079
My boss spends time on training and caching	42	34.1	37	30.1	21	17.1	23	18.7	2.80	1.109
My boss helps me to develop my strength.	30	24.4	51	41.5	21	17.1	21	17.1	2.73	1.017
My boss expresses confidence in my ability to achieve set goals	32	26	39	31.7	34	27.6	18	14.6	2.69	1.017
My boss displays sense of power and confidence in me	39	31.7	30	24.4	29	23.6	25	19.5	2.67	1.143
Average Mean									2.84	
Transactional Leadership Style										
My boss waits for things go to wrong before taking action	57	46.3	34	27.6	17	13.8	15	12.2	3.08	1.045
My boss focus on finding faults instead of suggesting better alternatives	51	41.5	24	19.5	28	22.8	20	16.3	2.86	1.133
My boss takes action only when problem become serious	42	34.1	33	26.8	32	26	16	13	2.82	1.048
My boss always tells me the task I have to complete and the exact way it must be done	35	28.5	42	34.1	25	20.3	21	17.1	2.74	1.055
Keeps track of all mistakes	33	26.8	43	35	36	29.3	11	8.9	2.70	.941
My boss focuses attention on my mistakes or deviation from standards	41	33.3	31	25.2	24	19.5	27	22	2.70	1.152
My boss offers reward for employees to do well	43	35	22	17.9	33	26.8	25	20.3	2.67	1.156
My boss always threatens to punish employee who fail to meet his expectations	39	31.7	29	23.6	29	23.6	25	21.1	2.66	1.137
Average Mean									2.78	
Laissez-fair Leadership Style										



My boss avoids making difficult decisions	23	18.7	25	20.3	34	27.6	41	33	2.85	.95
My boss is often absent when needed	36	29.3	46	37.4	26	21.1	15	12.2	2.84	.987
Delays responding to urgent questions.	36	29.3	42	34.1	30	24.4	15	12.2	2.80	.997
Staff are expected to create their own goals and objectives and submit them in finished form	28	22.8	43	35	33	26.8	19	15.4	2.65	1.000
My boss avoids getting involved when important issues arise	31	25.2	54	43.9	26	21.1	12	9.8	2.24	1.111
Average Mean									2.68	
Grand Mean									2.78	
Criterion Mean									2.50	

Table 3 above shows the various kinds of leadership styles (transformational, transactional, laissez-faire) adopted by the respondents. The grand mean ($\bar{X}=2.78$) is higher than the criterion mean ($\bar{X}=2.50$). This means that the respondents agreed to the use of transformational, transactional and laissez-faire kinds of leadership styles in their libraries.

Results of Hypothesis Tested

Hypothesis: There is no significant influence between leadership styles (transformational, transactional, laissez-faire) and job performance of library personnel among universities in Oyo State.

Tables 4: Relationship between Leadership Styles (transformational, transactional, laissez-faire) and job performance of library personnel among universities in Oyo State

		Leadership styles	Job performance
	Pearson Correlation	1	.141
Leadership styles	Sig. (2-tailed)		.036
	N	123	123
	Pearson Correlation	.141	1
Job performance	Sig. (2-tailed)	.036	
	N	123	123

From Tables 4 above, the Pearson Product Moment Correlation Coefficient displayed $r = 0.141$. Since the significant value (Sig.2-tailed) is 0.036 (which is less than 0.05), it can therefore be concluded that there is significant relationship between leadership styles and job performance



rejected while the alternative hypothesis is accepted. This indicates that an improvement in leadership styles may lead to a corresponding improvement in job performance among library personnel in the studied university libraries.

Discussion of the Findings

This section reports the findings of the study and discusses them with respect to the findings of previous studies. The present study revealed that the leadership styles adopted among university libraries include transformational, transactional, and laissez-faire leadership styles. This is agreement with that of Omole (2021), which reported in a study on impact of various leadership styles (transformational, transactional and laissez-faire) on the performance of university employees in Nigerian university. The study found that transformational leadership styles is more acceptable and contributed immensely than the transactional and laissez-faire due to their capacity to share rational decision-making amongst subordinates and leaders in the firm. The adoption of transformational, transactional, and laissez-faire leadership styles, as found in this study will go a long way in helping job performance of the library personnel.

This study found that there is significant relationship between leadership styles and job performance of library personnel among universities in Oyo State. This is in agreement with the findings of a study conducted to determine the role of leadership style on the job performance of university library staff in the state. The study found that there is a positive relationship between leadership styles and job performance of library personnel (Stanley, 2017). A study conducted to examine the influence of transformational leadership style on job performance of library personnel in libraries in Rivers State, the transformational leadership style in university libraries has positive influence on library personnel job performance because it results in high employees' productivity. Transformational leadership style usually has work groups that are highly productive and subordinates showed a high degree of satisfaction on the job (Teresia, Damary, & Judith, 2016).

A study, which investigated the impact of university librarians' leadership styles and staff productivity revealed that transformational style was highly adopted as it increases the rate of staff productivity. The study also found that leadership styles of librarians affect staff productivity in the areas of bringing high staff productivity, boosting staff morale, making staff receptive to change and innovation, and eliminating laziness among staff, among others (Omole, 2021). In a study by a group of researchers which aimed at determining the effect of leadership styles and work environment on job performance found that leadership style has positive effect on job performance of employees (Purba & Heryanto, 2019).

Conclusion

This study established that leadership styles adopted by the library personnel among universities are significant factors in ensuring high level of job performance among library personnel. Availability of motivational ingredients and the adoption of leadership styles, which have human face is very necessary in an effort to ensure that the library personnel put all their energy to their job, thereby enhancing their job performance.

Recommendations

In line with above findings, the following recommendations were made:



1. Library leadership should make provision for motivational ingredients that can serve as an encouragement for the library personnel to enhance the level of their job performance.
2. The leadership styles to be adopted by the university libraries should be such that incorporate the elements of transformational, transactional and laissez-faire leadership styles.
3. Library leadership should to be more tactical in the approaches use to manage human and material resources in such a way that it will not be hash on the personnel.
4. Library leadership should incorporate motivating the personnel in terms of up-to-date promotion, giving incentives and reward system as well as recognition for outstanding personnel. All these could in turn lead to effective services delivery.

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