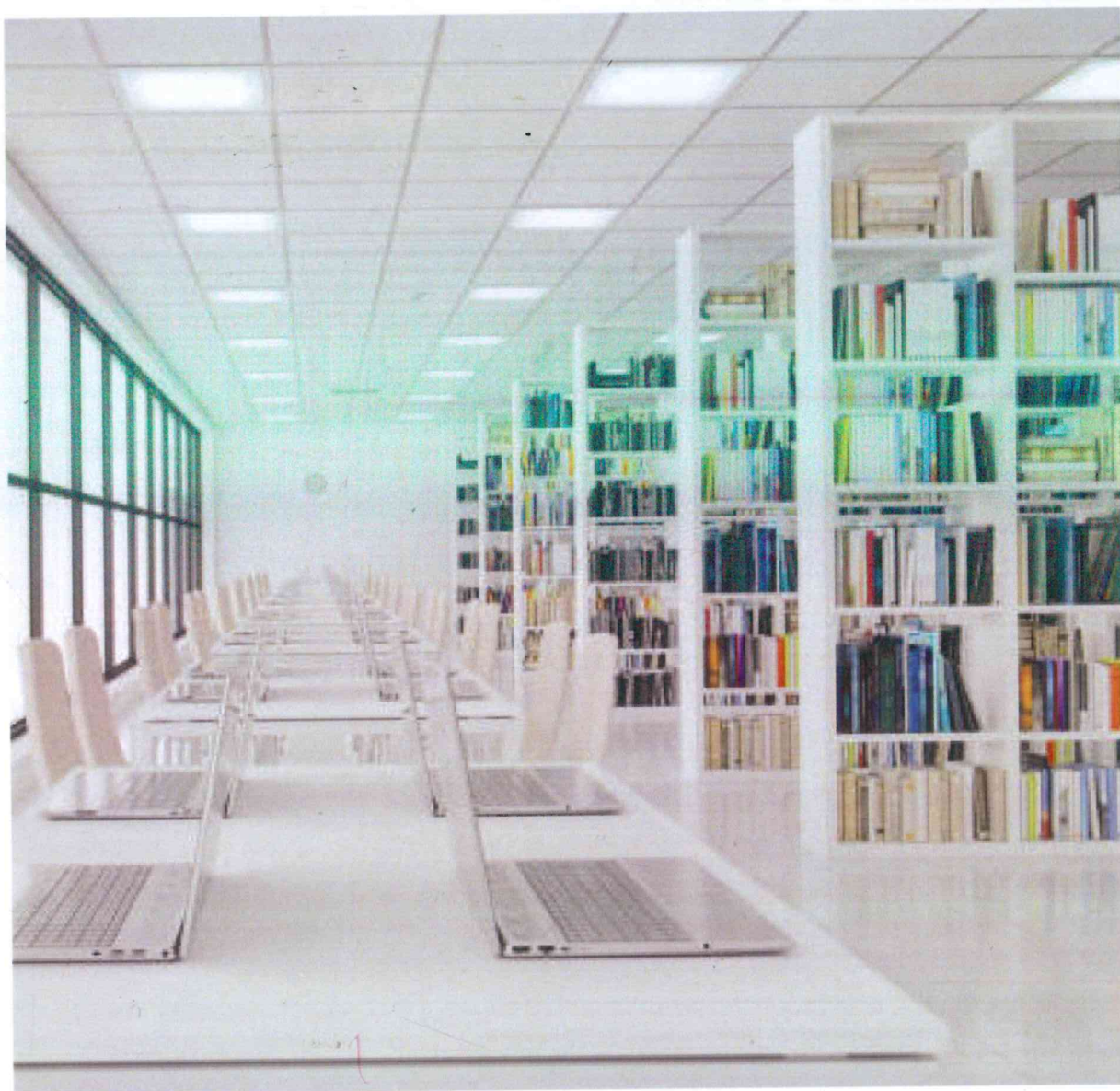


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THE IMPACT OF LEADERSHIP STYLES ON JOB PERFORMANCE OF STAFF IN ACADEMIC LIBRARIES IN NIGER STATE, NIGERIA

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Abstract

This study investigated the impact of leadership styles on job performance of staff in academic libraries in Niger State. The study aimed at determining the leadership styles as factors affecting job performance of staff in academic libraries in Niger State. Survey research design was used with the target population of 355 staff in the 14 institutions of higher learning in Niger state. Total population was used for the study because the population is small and manageable. Response rate showed that 260 (73%) copies of the questionnaire were filled and returned in usable form. Descriptive statistics was used for the study. The result showed that in leadership qualities, the head librarians provided avenues for in-service training like workshops, conferences, and seminars to staff. In respect to leadership styles, the results of the study revealed that majority of the head librarians are accommodating, easy to deal with and easy to be contacted. On influence of leadership styles on job performance, the findings of the study revealed that ideas were not communicated from the head librarians to subordinate through Internet for quick job performance. The study recommended that head librarians should ensure they utilize Internet facilities in communicating ideas to their subordinate

Keywords: Academic libraries, Impact, Job performance, Leadership styles, Staff

INTRODUCTION

Academic libraries are libraries attached to tertiary institutions such as universities, polytechnics, colleges of education, colleges of agriculture, colleges of technology and also research institutes. In the view of Singh and Kaur (2009), the main mandate of academic libraries is the preservation and access to knowledge and information as well as supporting the mission. For any academic library organization to succeed in the management of staff resources and services depends mostly on the leadership capability. Leadership is a process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. According

to Armstrong (2012) leadership is a process of inspiring people to do their best in order to achieve desired result. He stated that this involves developing and communicating a vision for the future, motivating people and securing their engagement.

The extent to which members of an organization contribute in harnessing the resources of the organization equally depends on how well the leaders of the organization understand and adopt appropriate leadership style in performing their roles as managers and leaders. Thus, efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends, to a large extent, on leadership style, among other factors.

To manage successfully, it is necessary for the librarian to know what precisely he is managing or expected to manage. The four key resources which the librarian manages are: people (library staff and library clientele); Information (bibliographic and media resources); physical facilities (building, furniture and equipment's); and finance. Each of these resources has to be managed separately but the end-results of the librarian's good management – good service and user satisfaction – are a function of successful blending of the overall management of all the resources (*Ifidon and Ifidon, 2007*).

It must be emphasized that effective leadership style may lead to high job performance. Job performance is how one carries out the task, duties and responsibilities associated with a particular job. It is also considered as an output of a staff on the job, measurable in terms of quality and quantity of job performed or done, Amusa *et al.* (2013) on his part, gave the following performance indicators: effective-ness, efficiency, profits, value, innovation, creativity, work relationships, job skill, decision-making, communication, etc.

The performance of library staff determines to large extent the quality of customer satisfaction. Unfortunately, during the researchers' interview of the library staff in IBBU (Ibrahim Badamasi Babangida University, Lapai), Federal College of Education Kontagora, and College of Education Minna libraries, the researcher discovered that the leadership styles and of the head librarians were not in congruent with the researcher's expectation. Therefore, there was high tension between the head librarians and the academic librarians. They stated that the head librarians dictate and coerce them to work with flagrance disregard to their opinions and feelings. Changes are introduced into the library work system without them being informed appropriately. The researcher therefore decided to carry out

a study on the impact of leadership styles on job performance of staff in academic libraries in Niger State.

STATEMENT OF THE PROBLEM

The use of appropriate leadership styles help to motivate, encourage and make employees perform expected duties according to the best of their abilities. Under this situation, library staff obey orders and carry out their duties according to expectations without due delay. Consequently, the objectives for which the academic libraries were established could be achieved effectively. The leadership styles adopted by the head librarians could therefore contribute significantly to the smooth running of academic libraries and attainment of institutional objectives.

A preliminary investigation carried out by this researcher showed that most of the staff of academic libraries in Niger State were not performing their duties according to expectations. From the above analysis, the question is what could be responsible for this inefficiency on the part of the library staff. The answers to these questions constitute an information gap. In order to fill the gap, this study therefore, examined the impact of leadership styles on job performance of staff in academic libraries in Niger State.

AIMS AND OBJECTIVES OF THE STUDY

The general aim of this study was to determine the leadership styles as factors of job performance of staff in academic libraries in Niger State.

The specific objectives of the study are to:

1. Determine the leadership qualities of heads of libraries on the job performance of staff in academic libraries in Niger State.

2. Find out the leadership styles adopted by the heads of libraries in academic libraries in Niger State.
3. Examine the influence of leadership styles of the heads of libraries on the job performance of staff in academic libraries in Niger State.

Research Questions

1. What are the leadership qualities of heads of libraries on the job performance of staff in academic libraries in Niger State?
2. What leadership styles are adopted by the heads of libraries in academic libraries in Niger State?
3. What is the influence of leadership styles of the heads of libraries on the job performance of staff in academic libraries in Niger State?

LITERATURE REVIEW

Numerous researches have been carried out on the impact of leadership styles on job performance. Uwanda (2020) conducted a study to ascertain the influence of leadership styles on job performance of librarians in public university libraries in Imo State. The findings revealed that majority of the librarians perform their jobs to a high extent; the relationship between the autocratic leadership style and job performance of librarians is high, positive and significant; the relationship between the democratic leadership style and job performance of librarians is also high, positive and significant; while the relationship between the laissez-faire leadership style and job performance of librarians is low, negative but significant.

Ahmed et al. (2021) examined the relationship between leadership styles and employees' productivity in public universities libraries of Jamshoro city, Sindh

province, Pakistan. Findings from the study revealed that revealed that public universities of Jamshoro city, Sindh province Pakistan implemented autocratic, democratic and transformational leadership styles. The researchers recommended that university library management should formulate a better working environment along with the adoption of good leadership styles that will absolutely develop the responsive relationship amongst the head of departments of all libraries with their subordinates.

Bitagi and Michael (2015) carried out a study to determine the leadership qualities of university librarians in Federal University of Technology Library Minna and Ibrahim Badamasi University Lapai, Nigeria. The findings of the study showed that the universities studied have ever failed or granted partial accreditation of some courses due to inadequacies from the libraries while majority of the respondents, agreed that inadequacies from the libraries could be attributed to lack of leadership qualities of the University Librarians. It was recommended, among others that aspiring university librarians should possess personal qualities that could enhance their leadership capabilities of university libraries.

RESEARCH METHODOLOGY

This study adopted descriptive survey research design to determine leadership styles as factors of job performance in academic libraries in Niger State. The target population of the study consisted of 355, Heads of libraries, professionals and paraprofessionals in academic libraries in 14 tertiary institutions in the three geo-political zones of Niger State as presented in Table 1. Total enumeration sampling technique was used for the study because the population is manageable, that is; 14 heads of libraries, 83 Professionals and 258 paraprofessionals staff, making a total of 355 library staff. Questionnaire was the only data collection instrument adopted for the study. The collected data was subjected to descriptive

analysis using frequency counts and mean scores for the analysis to answer research questions. A total of 355 copies of questionnaire was administered to respondents, however a total of 260 (73%)

copies were retrieved. A midpoint mean value of 2.5 and above was accepted as positive response, while the value that was less than 2.5 was considered as negative and was therefore rejected.

Table 1: Population

S/No	Academic Libraries	Heads of Libraries	Professionals	Paraprofessionals
1	Federal University of Technology, Minna	1	27	68
2	Federal College of Education, Kontagora	1	9	32
3	Federal Polytechnic, Bida	1	7	40
4	Ibrahim Badamasi Babangida University, Lapai	1	14	53
5	Niger State School of Nursing, Bida	1	2	2
6	Niger State College of Education, Minna	1	7	19
7	Federal College of Freshwater Fisheries Technology, New Bussa	1	2	3
8	Federal College of Wildlife Management, New Bussa	1	3	1
9	Niger State College of Agriculture, Mokwa	1	3	2
10	Niger State School of Midwifery, Minna	1	2	3
11	Fati Lami Abubakar College for Legal and Administrative Studies, Minna	1	3	10
12	Niger State Polytechnic, Zungeru/ Bida campuses	1	3	17
13	School of Health Technology, Minna	1		5
14	New Gate College of Health Technology, Minna	1	1	3
	TOTAL	14	83	258

Source: Secretary to the Librarians of the institutions under study.

RESULTS

The Results of the study are presented below in the following Tables.

Table .2: Responses of Academic Librarians on the Leadership Qualities of the Head Librarians in Academic Libraries in Niger State

STATEMENTS	SA	A	D	SD	Mean	STD	Remark
The librarian who provides avenues for in-service training like workshops, conferences and seminars to staff	123	131	5	10	3.45	0.557	Agree
The librarian who delegates work as appropriate	50	207	2	1	3.18	0.43	Agree
The librarian who listens to staff's point of view as and when needed	92	165	1	2	3.33	0.527	Agree
The librarian who doesn't accommodate any kind of domestic excuse interfering with my duties	33	167	55	5	2.88	0.634	Agree
The librarian who wears an officious look most of the time	17	57	175	11	2.31	0.656	Disagree
The librarian who takes decision arbitrarily	13	110	129	8	2.49	0.643	Disagree
The librarian who gives me a high degree of freedom in carrying out my duties.	41(15.8)	178	38	3	2.99	0.593	Agree
The librarian who does not consult with colleagues on major issues	8(3.1)	83(31.9)	125	44	2.21	0.754	Disagree
The librarian who does not fight the course of Library staff promptly	6	93	138	23	2.32	0.664	Disagree

Table 2 shows that respondents indicated that majority of the respondents agreed that heads of academic libraries in Niger State provide avenues for in-service training like workshops, conferences and seminars (mean=3.45). Furthermore, majority of the respondents indicated that the quality of a librarian does not include a librarian who does not consult with colleagues on major issues (mean=2.21).

Table 3: Responses of Academic Librarians on the Leadership Styles of the Head Librarians Academic Libraries in Niger State

STATEMENTS	SA	A	D	SD	Mean	STD	Remark
The librarian is accommodating, easy to deal with and easy to be contacted.	117	136	7	0 (0)	3.42	0.547	Agree
The librarian is considerate on issues concerning staff welfare	50	197	13	0 (0)	3.14	0.472	Agree
The librarian is democratic, that is, he allows the opinion of the majority to prevail over his own decision.	76	169	13	2	3.23	0.568	Agree
The librarian is firm and emphatic to decisions jointly taken by staff despite some opposition.	46	193	15	6	3.07	0.568	Agree
The librarian willingly changes his opinion to suit new needs or conditions (flexible)	30	197	12	21	2.91	0.691	Agree
The librarian has good ability to learn and understand situations before taking actions	60	195	5	0 (0)	3.21	0.454	Agree
The librarian takes initiatives to produce positive changes	109	141	6	4	3.37	0.61	Agree

Table 3 revealed that majority of the respondents agreed that heads of academic libraries in Niger State were accommodating, easy to deal with and easy to be contacted (mean=3.42). Also, majority of the respondents agreed that heads of library in academic libraries in Niger State were democratic (mean=3.23).

Table 4 Responses on the Influence of Leadership Styles on Job Performance of staff in Academic Libraries in Niger State

STATEMENTS	SA	A	D	SD	Mean	STD	Remark
Ideas are communicated from the top management level enable subordinates to perform job better	52	198	4	6	3.14	0.538	Agree
Free flow of communication from the librarian enable subordinate to perform professional duties better	106	149	3	2	3.50	1.853	Agree
I do my job well because the librarians communicate professional matters to me.	80	112	47	21	2.97	0.902	Agree

Ideas are communicated from the librarian to the subordinate through internet allow for quick job performance.	15	58	175	12	2.29	0.645	Disagree
The librarian sends important messages on job rotation to lower cadre of staff regularly and this improves performance	69	168	23	6	3.18	0.569	Agree
Latest information on library services is communicated down to lower cadre of staff thereby improving job performance.	71	127	57	5	3.02	0.746	Agree
The librarian communicates to the lower cadre through the intermediate staff and increases job performance.	35	125	77	23	2.66	0.82	Agree

Data in Table 4 revealed that most respondents agreed that free flow of communication from the librarian enable subordinate to perform professional duties better. (Mean=3.50). However, majority of the respondents disagreed that ideas are communicated from the librarian to the subordinate through internet and allows for quick job performance (Mean=2.29)

DISCUSSION OF FINDINGS

The results of the findings on objective one on leadership qualities of the head librarians in academic libraries in Niger State, showed that the head librarians provided avenue for staff to improve their skills through in-service training like workshops, conferences and seminars. It must be emphasised that encouraging staff training and development is one of the important qualities of a leader. Training and development are essential to the success of the library as an organization. It offers opportunities for library staff to continuously improve their skills and productivity. These findings are in agreement with the findings of Martin (2018) who found out that academic librarians in USA indicated that the best quality a leader should process is people first before any other thing.

The findings of objective two on leadership styles adopted by the head librarians in academic libraries in Niger State revealed that majority of head librarians were accommodating and easy to deal with when

contacted. When a leader is accommodating, it helps to maintain a healthy working environment, and this may help staff to be creative and learn from their mistakes. These findings are contrary to the findings of Ahmed et al. (2021) who discovered that library leaders in public universities in Singh Province Pakistan implemented autocratic, transformational and democratic leadership styles.

The findings of the study on the influence of leadership styles on the job performance of staff in academic libraries in Niger State showed that the head librarians encouraged productive task performance by appreciating work well done. Appreciating staff for a work well done is very important in any organization. When library staff are appreciated, it might morally boost them to carry out their duties effectively and efficiently, this may equally make the staff to be punctual at their duty post, and at the same time attending to patrons appropriately. This is similar to the study of Osabiyi and Ikenga (2015) who studied the impact of leadership

style on employee's performance in an organization. The results of their findings revealed that there is significant relationship between leadership styles and employee's performance in the attainment of organization goals and objectives. Also, findings from the study revealed that majority of head librarians do not utilise the Internet in communicating ideas to subordinates in order to enhance job performance. It must be emphasized that the use of Internet as a medium of communication is essential because it facilitates communication. Library staff can use the Internet to obtain information quickly and are also able to ask questions.

CONCLUSION

The study investigated the impact of leadership styles on job performance of staff in academic libraries in Niger State. Quality leaders are the priority of any academic library, the reason attributed to this, the direct use of resources to achieve desired objectives. From the study carried out, it was discovered that head librarians in academic libraries in Niger State provides avenue for in-service training like workshops, conferences and seminars to staff, head librarians in academic libraries in Niger State are accommodating, easy to deal with and easy to be contacted, Also, head librarians in academic libraries in Niger State encourages productive task performance by appreciating work well done, head librarians do not utilise the Internet as a medium of communicating ideas to subordinates in order to enhance their job performance.

RECOMMENDATIONS

1. They should continue to endeavor to communicate ideas from top

management level to subordinate to enhance job performance.

2. Head librarians should ensure they utilize Internet facilities in communicating ideas to their subordinate.

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