

## Leadership Styles and Job Performance of Librarians in University Libraries in Nigeria

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### Abstract

The study investigated the influence of leadership styles on job performance of librarians in state university libraries in South-east and South-south geopolitical zones. The design of the study was a correlation study. The questionnaire was used to elicit information from 143 academic librarians, out of which 131 (91.6%) copies of the questionnaire were duly completed and returned. The data collected were analyzed using mean and standard deviation for the research questions and Pearson Product Moment Coefficient for the hypotheses using the Ejifugha (1998) rating model. The findings revealed that academic librarians in state university libraries in southeast and south-south Nigeria accepted that a combination of the democratic and transformational styles of leadership are good for enhancing the overall performance level of librarians. The study also established that there is a positive relationship between leadership styles and the job performance of librarians. The study recommended, among others, that the management should adopt a combination of good leadership styles that will enhance the job performance of librarians for improved overall productivity.

### Keywords

Job Performance, Leadership Style, Librarians, Library Management, Public University Libraries

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### Introduction

Every organization including the library aims to accomplish set goals and objectives targeted toward enhanced productivity. The present-day library is saddled with the task of providing effective access to information as a way of meeting the challenges brought about by the advent of the knowledge economy made possible by advances in digital technology. In the opinion of Martin (2015), libraries must not only survive but thrive in the ever-changing world of information and higher education where the traditional definition of libraries and librarianship is dying or already dead. The library has thus experienced a paradigm shift in discharging its duties. Emphasis is no longer made on the library as a storehouse of information materials, but as an information gateway, thus expanding the role of the library from

collector and custodian of information to developing the knowledge and skills of users on how to locate, evaluate, synthesize and communicate information. In other words, providing access to information is the hub of the activities of today's technology-driven library and this has become the yardstick for measuring its effectiveness and efficiency (Igbo, Ibegbulam, Asogwa & Imo, 2022).

Achievement of the above function requires a leadership that can be dynamic in building a strong and enthusiastic workforce, willing to work towards the achievement of the stated goals. The leadership style exhibited by the library leader determines to a great extent the success of the library. Therefore, the major duty of the library leader is to effectively manage the human resources using administrative styles that will enhance their job performance for improved

productivity. The library leadership is in a vantage position to implement relevant

styles that will motivate the workforce towards a high level of effectiveness and efficiency in ensuring that patrons' needs are satisfied (Akidi and Chukwueke, 2021). In the opinion of Segun-Adeniran (2015), leaders should treat the humans working under them well to bring out optimum performance of the workforce. In other words, their performance is dependent upon the behavioral traits exhibited by the leadership. The above author describes leadership as the ability to influence a group of people to take collective action in a particular direction to achieve an organizational goal. Teamwork is very essential in the activities of an organization and that is why there should be someone, the leader who controls, directs and supervises the team. In the view of Shafie, Baghersalmi and Barghi (2013), the leader in a bid to manage human resources, exhibits some distinctive patterns of behavior, known as leadership styles, which affect the performance of the subordinates. This implies that the overall productivity of an organization is dependent on the leadership styles adopted by the managers. Commenting on the importance of leadership style, Ubasilim, Gberevbie and Osibanjo (2019), assert that it is essential in the attainment of organizational goals as it drives employee commitment on the job.

Hence, leadership style drives the effectiveness of the leader, which in turn influences organizational output (Segun-Adeniran, 2015). This implies that leadership style is a predictor of leadership effectiveness in driving the individuals in the organization toward effective and efficient performance. The major concern of this work is to look at the influence of leadership styles in enhancing job performance of librarians in university libraries. Various authors have identified five distinct leadership styles employed by leaders of

policies related to information service delivery and as such should apply leadership organizations which are the focus of this study. These include autocratic leadership style, transformational leadership style, transactional leadership style, democratic leadership style and laissez-affaire leadership style (Segun-Adeniran, 2015, Johnson, 2015, Yusuf-Habeeb and Ibrahim, 2017, Jerome, 2018, Ubasilim, Gberevbie and Osibanjo, 2019 and Uwandu, 2020).

The term "job performance" refers to the achievements recorded by the workforce through the application of efforts in the designated activities of the organization tailored towards the achievement of specified goals (Karakas, 2010). Hence job performance in an organization is measured by output. It involves the activities of the workforce that dovetails into the execution of tasks aimed at achieving the set goals. Effectiveness and efficiency of the workforce have been identified as the factors that could be used to measure job performance which is driven by effective leadership style (Ugwu, 2013). Against this backdrop, this study aims at finding out the influence of leadership styles in enhancing the job performance of librarians in state university libraries in South-east and South-south Nigeria.

### **Problem of the Study**

Leadership is essential for good performance on the job. A good leader motivates employees who in turn not only increase their job performance and commitment within an organization but also go beyond the job requirements thus increasing the organization's general performance and making it more profitable (NawoseIng'ollan & Roussel, 2017). Irrespective of the above notion, it is observed that less emphasis is placed on leadership style as a factor that affects organizational job performance and productivity. Job performance in organizations, including the library, has often

been linked to such factors as remuneration, promotion, position and general work environment. Also researches in organizational behaviors have mostly dwelt on the influence of demographic variables and management policies on job performance in organizations. Less emphasis is placed on the behavioral patterns of organizational leaders and how they can either retard or enhance the job performance of the workforce. Improper leadership style has been linked to the dissatisfaction of individuals working in any organization, which invariably affects their job performance. It is believed that the application of styles that are acceptable to the workforce without undermining the objectives of the organization would bring out the best in them. The problem of this study, therefore, is to find out the influence of leadership styles in enhancing job performance of librarians in state university libraries in South-east and South-south Nigeria.

### Research Questions

The study was guided by the following research questions:

1. What are the leadership styles applied by library management in state university libraries in southeast and south-south Nigeria?
2. What is the level of job performance among librarians in state university libraries in southeast and south-south Nigeria?
3. What is the relationship between leadership style and job performance of librarians in state university libraries in South-East and South-South Nigeria?

### Literature Review

Leadership can be explained as an interpersonal plan that a leader employs to

find followers' potential needs and satisfy them (Mehrad and Fallahi 2014). More so, in their views, leaders who are talented and skilled are the backbone of any organization. Leadership, according to Shafie, Baghersalimi and Barghi (2013) and Fatokun, Salaam & Ajegbomogun (as cited in Arumuru, 2019), can be referred to as the fuel used for driving the attainment of organizational or institutional goals and objectives. Therefore, the aims and objectives of any organization in the views of Owen (2011) can be achieved by influencing followers positively. Leadership is a management subordinate that is mostly directed toward persons and social communication. This external factor is assumed as a motivator that can change basic human needs through its styles (Voon, Lo, Ngui & Ayob, 2011). Capable leadership is a critical element in an organization and can either enhance or affect the job performance of employees.

Job performance occupies almost the entire human life; being an important aspect of people's life because people spend the better part of their life in the workplace. In agreement with this view, Waleed, Ahmed and Abdel-Razek (2011) asserted that job performance is one of the most important activities that reflect both the goals and the means necessary to achieve it and also represents the specialist efficiency of reaching the desired level of achievement in a particular work. It is the effort made by the employee within the organization to achieve a particular goal. Interestingly, Rhode, in Akor (2014), defined job performance as an act of performing a job either well or badly. Similarly, Sarkar and Fletcher (2014) viewed job performance as the overall task execution carried out by employees. The authors stressed that proper assessment of work performance must include grouping, assigning, and analyzing human resource expertise as well as managerial personnel to carry out responsibility due to their

knowledge of total production and workflow. For this study, performance is both behavior and results. This is because behavior emanates from the performer and transforms performance from abstraction to results. It implies that when managing the performance of teams or individuals, both inputs (behavior) and outputs (results) are to be considered. Job performance was measured by the following indices: satisfaction, work-family conflict, motivation, training and development and stress. These five factors broadly cover the academic, professional, social and emotional environment of a librarian. Some studies carried out by Abubarker (2017) and Lamprey, Boateng and Antwi (2013), revealed that the performance level of librarians in the institutions they studied was good. This implies that when certain factors in the organization such as motivation, leadership styles, reward, training and development, etc, are put in place, performance will be greatly enhanced.

Several scholars have written on leadership styles and job performance among librarians, and library personnel in academic libraries and others sectors. Understanding the various leadership styles is the first step any leader in an organization must have in order to carry the employees along. Leadership styles determine goals, direction and staff programs in any organization. They stand to measure the relationship that exists between leaders and followers. It translates into the process of leading effectively and the leader fulfilling his/her fundamental responsibilities as a leader to the subordinates (Haralombus cited in Akidi and Chukwueke 2020). Different studies conducted by Oyediji (2012), Abwalla (2014), Akor (2014), Nwaigwe (2015), Nwokocha and Iheriohanma (2015), Osabiya and Ikenga (2015) identified different types of leadership styles. They include democratic leadership style, autocratic leadership style, charismatic leadership style, bureaucratic

leadership style, situational leadership style, laissez-faire or free rein leadership style, transformational leadership style, transactional leadership style, and pseudo-democratic leadership style. In this study, democratic, autocratic, transformational and laissez-faire leadership styles are the four leadership styles examined.

Literature has revealed that democratic leadership styles tend to be more rewarding than other leadership styles. This is substantiated by studies of the National Library Board (2010), Fatokun, Salaam and Ajegbomogun (2010) and Johnson (2015), which show that a democratic/participative leader uses the team process and allows openness in communicating with subordinates. By doing so, he allows contributions and inputs from employees in the organization thereby encouraging creativity and innovation in their routine operations thereby bringing about better output and higher productivity with employees who are responsible enough to work with less supervision. This particular style increases job satisfaction and performance through the involvement of others and also helps to develop the employees' skills.

Studies about other leadership styles, such as the autocratic leadership style as conducted by Peterson, (2012), Dubrin cited in Akor (2014 ), Gyasi , Xi, Owusu-Ampomah (2016) show a contrasting difference between the two styles. There is an indication that the autocratic leader never engages in team work, takes charge all the time, lacks confidence in his workers, and never trusts the subordinates. As a way of displaying that he is task-oriented, he imposes his decision, spurs his subordinates with threats, never delegates duties, and applies a top-down communication process. In the views of Afful-Broni and Nanyele (2012), psychologists believe that the autocratic leadership style emanates from fear, insecurity and an inferiority complex.

However, autocratic leadership is valuable in a work environment that lacks discipline. In the opinion of (Thernstrom and Thernstrom cited in Tedla, Redda and Gaikar(2020), it is believed that autocratic leadership plays an important role in establishing order and instilling discipline, especially in low income communities..

The laissez-faire leadership style is a form of leadership where there is little or no control directed to subordinates from their superiors. Laissez-faire is derived from the French word which means 'let it be' (National Library Board, 2010). This kind of leadership can be practiced effectively in libraries where a reasonably high level of productivity is shown by the library staff. It is a leadership style apt for individuals that can be productive with little or no supervision. A librarian who practices the laissez-faire leadership style permits subordinates to behave and do what they like. It does not encourage decision-making and goal-setting (Tedla, Redda and Gaikar (2021). The laissez-faire leadership style could lead to apathy and anarchy if those qualities do not exist (Gyasi, Xi, Owusu-Ampomah 2016).

Transformational leadership style involves generating a vision for the organization and inspiring followers to meet the challenges that it sets. Transformational leadership depends on the leader's ability to appeal to the higher values and motives of followers and to inspire a feeling of loyalty and trust. (Jonathan Law 2009). It is the one change method that library leaders and workers can apply directly in any situation (Tedford, Corbett and Beth Lock 2012). Hernon and Rossiter (2009) opined that transformational leaders have special skills that allow them to provide a supportive environment while motivating followers to higher levels of personal action. Transformational leaders inspire the members of the organization to achieve more than they thought possible and at the same time are passionate about their roles, tasks, responsibilities, and

obligations to their staff. They forget their problems; lose a sense of time, and feel competent and in control. Without passion, there is no direction and vision is short-lived.

However, a mix of styles can equally yield a great result. As posited by Odembo (2013) the best leadership style for any given situation depends on the nature of the work being performed and the needs and preferences of the employees doing the work. Most times the nature or behavior of the employees would warrant implementing the autocratic style to achieve results (Segun-Adeniran 2015). For instance, Awan, Mahmood and Idrees (2014) averred that employees in publicly owned university libraries tend to be less productive when the autocratic style is not employed by the leader. Hence, using the appropriate style with the right condition can enhance employee performance. No wonder Nwaigwe (2015) opined that the leadership style of the head librarian should be based on a combination of beliefs, values and preferences as well as libraries' culture and norms.

Consequently, by using adequate leadership styles, managers can affect staff job satisfaction, commitment and productivity. In addition, Managers should exert the right styles based on conditions. Moreover, applying these styles needs to have an educational policy supported by a government and public educational organization to obtain a high level of knowledge and performance among staff.

Empirically, differences have shown a varying relationship between leadership styles and job performance. A study carried out by Orewa (2019) on leadership styles as a correlate of job performance in academic libraries in Delta state, Nigeria revealed that there was a positive ( $r = 0.248$ ) and significant relationship ( $P < 0.05$ , 95% C.I.) between leadership styles and job performance. The most dominant and

overwhelming leadership styles were democratic and transformational leadership styles which to large extent have a positive influence on the job performance of the librarians. A similar study titled "Influence of Leadership Style on Job Performance in Public University Libraries in Imo State" carried by Uwandu (2020) revealed that the joint influence of autocratic, democratic and laissez-faire leadership style impact significantly on the job performance of librarians. This implies that if there is a combination of the different leadership styles, job performance will improve. Furthermore, a study carried out by Usman *et al*, (2018) on leadership styles and motivation on the job performance of library personnel in public university libraries in North-central Nigeria, revealed that the performance of library personnel was very good with the tested null hypotheses revealing that there was a positive correlation between leadership style and library personnel job performance ( $r = 0.542$ ,  $p < .05$ ). The foregoing invariably implies that poor leadership style has a negative influence on employee performance. Therefore appropriate leadership style should be applied in any organization as this plays an important role to enhance organizational and individual performance (Gul *et al*, 2012, Shahab and Nisa, 2014). This implies that it is the responsibility of the leadership of the libraries to adopt styles or combinations of styles that can enhance employee/staff performance. From the available literature, it is evident that no one leadership style is suitable as human beings differ in their perceptions. Hence adopting

one single style could pose a challenge to the optimal performance of employees.

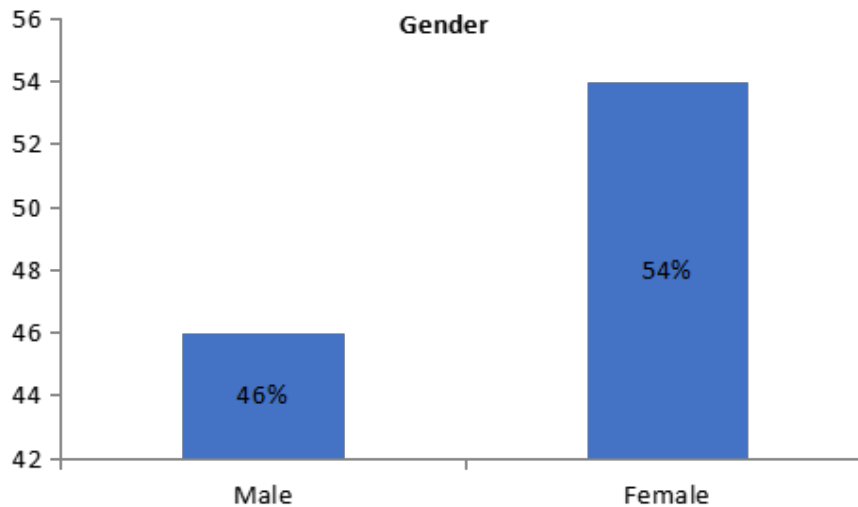
From the literature reviewed it was observed that similar studies have been carried out mostly in federal university libraries in Nigeria. Only a few studies to the best of the researchers' knowledge have been carried out in the state university libraries in South-East and South-South Nigeria. Hence the study stands to fill this gap and make a contribution to knowledge in this regard.

### Methodology

The study adopted the correlation survey as the design. The area of the study is the South-east and South-south geopolitical zones of Nigeria. The population of the study comprised 143 professional librarians working in the eleven state university libraries in South East and South-South Nigeria. There was no need for sampling as the population was accessible and manageable. Out of the 143 copies of questionnaire distributed, 131 copies which represented 91.6% were appropriately filled and used for data analysis. The data obtained was analyzed using mean and standard deviation for the research questions. The interpretation of the result was based on the criterion mean of 3.00. Pearson Product was used to establish the relationship between leadership style and job performance of librarians using Ejifugha (1998) rating model as follows: 0.00 - 0.19 = Very low relationship, 0.20 - 0.39 = Low relationship, 0.40 - 0.69 = Moderate relationship, 0.70 - 0.89 = High relationship and 0.90 - 0.99 = Very high relationship.

## Results

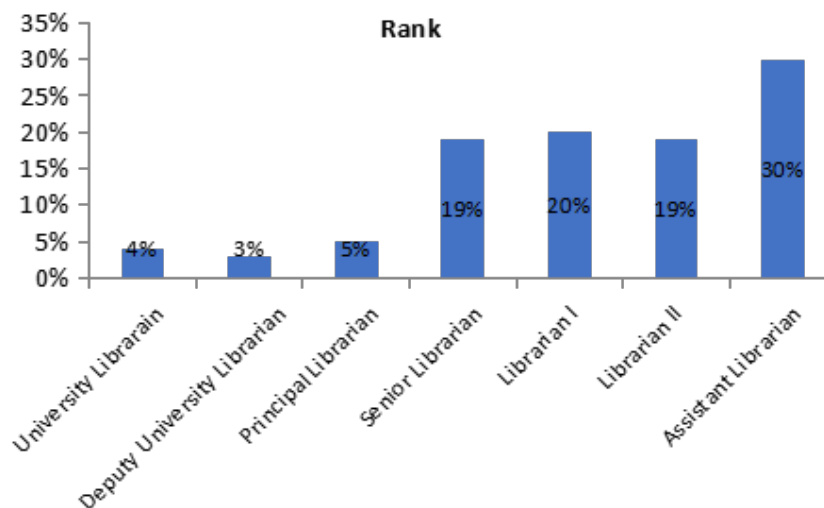
**Figure 1: Graphical representation of the gender Distribution of the Sample.**



The majority of the respondents were female. More specifically, 54% (n=131) of the subjects were females and 46% (n=131) were males. This is consistent as librarianship is

viewed as a feminine-dominated profession as women outnumber men in the profession by as high as 75% (Nwezeh, 2009).

**Figure 2: Graphical Split by Rank.**



From the responses, 30% (n=131) of the sample consisted of Assistant Librarians. Senior Librarian and Librarian II constitute 19% of the sample respectively while Librarian I constitute 20% of the sample.

University Librarian, Deputy University Librarian and Principal Librarian make up only 12% of the sample.

**Research Question One:** What are the leadership styles applied by library

management in state university libraries in southeast and south-south Nigeria?

**Table 1: Mean analysis of the leadership style applied by library management in state university libraries in South-East and South-South Nigeria (N = 131)**

| ITEMS                                                                                                  | South East<br>(SE), N = 42 |      | South-South<br>(SS) N =89 |      | The Overall<br>(SE & SS), N<br>=131 |      | Dec. |
|--------------------------------------------------------------------------------------------------------|----------------------------|------|---------------------------|------|-------------------------------------|------|------|
|                                                                                                        | $\bar{X}$                  | SD   | $\bar{X}$                 | SD   | $\bar{X}$                           | SD   |      |
| <b>Democratic Leadership Style</b>                                                                     |                            |      |                           |      |                                     |      |      |
| Library management allows for staff involvement and harmony in decision-making.                        | 3.17                       | 0.49 | 2.98                      | 0.64 | 3.19                                | 0.60 | A    |
| Management encourages the spirit of belongingness among librarians                                     | 3.02                       | 0.47 | 3.03                      | 0.61 | 3.04                                | 0.57 | A    |
| Management delegates responsibilities/duties to subordinates                                           | 3.05                       | 0.38 | 2.99                      | 0.59 | 3.01                                | 0.53 | A    |
| Management demonstrates qualities that encourage respect among librarians                              | 2.86                       | 0.65 | 2.96                      | 0.66 | 3.00                                | 0.65 | A    |
| The head librarian(s) maintains an open channel of communication with other librarians.                | 3.05                       | 0.38 | 2.99                      | 0.59 | 3.01                                | 0.53 | A    |
| Management encourages librarians' career development                                                   | 3.48                       | 0.51 | 3.21                      | 0.59 | 3.30                                | 0.58 | A    |
| <b>Average Mean = 3.1</b>                                                                              |                            |      |                           |      |                                     |      |      |
| <b>Autocratic Leadership style</b>                                                                     |                            |      |                           |      |                                     |      |      |
| My supervisor is often bossy in the regular inspection of my work                                      | 2.54                       | 0.59 | 2.38                      | 0.80 | 2.90                                | 0.74 | R    |
| Management rarely listens and accepts new ideas                                                        | 2.67                       | 0.65 | 2.98                      | 0.71 | 2.88                                | 0.70 | R    |
| Management leaves other librarians feeling like they aren't trusted with decisions or important tasks. | 2.69                       | 0.60 | 2.90                      | 0.66 | 2.83                                | 0.65 | R    |
| Management does not accommodate any kind of domestic excuse interfering with my duties                 | 2.69                       | 0.64 | 2.84                      | 0.69 | 2.79                                | 0.68 | R    |
| The head librarian controls all the decisions and takes very little input from other librarians        | 2.62                       | 0.58 | 2.87                      | 0.71 | 2.79                                | 0.68 | R    |
| The librarian(s) rules with an iron Hand                                                               | 2.69                       | 0.78 | 2.71                      | 0.66 | 2.70                                | 0.70 | R    |
| <b>Average Mean = 2.81</b>                                                                             |                            |      |                           |      |                                     |      |      |
| <b>Transformational leadership style</b>                                                               |                            |      |                           |      |                                     |      |      |
| My head librarian(s) entertains new ideas                                                              | 3.17                       | 0.58 | 3.12                      | 0.54 | 3.14                                | 0.55 | A    |
| Management uses intelligence gathered from other librarians to make informed decisions.                | 3.17                       | 0.58 | 3.03                      | 0.53 | 3.08                                | 0.55 | A    |
| My supervisor encourages librarians not to shy away from difficult decisions.                          | 3.02                       | 0.56 | 3.06                      | 0.55 | 3.05                                | 0.55 | A    |
| My head librarian(s) encourages librarians to be proactive.                                            | 3.50                       | 0.51 | 3.22                      | 0.60 | 3.31                                | 0.58 | A    |
| The head librarian(s) is an effective communicator.                                                    | 2.81                       | 0.74 | 3.04                      | 0.62 | 2.97                                | 0.67 | R    |
| The management is supportive of the librarian's work schedule                                          | 3.05                       | 0.54 | 3.04                      | 0.50 | 3.05                                | 0.51 | A    |
| <b>Average Mean = 3.1</b>                                                                              |                            |      |                           |      |                                     |      |      |

| ITEMS                                                                                    | South East<br>(SE), N = 42 |      | South-South<br>(SS) N =89 |      | The Overall<br>(SE & SS), N<br>=131 |      | Dec. |
|------------------------------------------------------------------------------------------|----------------------------|------|---------------------------|------|-------------------------------------|------|------|
|                                                                                          | $\bar{X}$                  | SD   | $\bar{X}$                 | SD   | $\bar{X}$                           | SD   |      |
|                                                                                          |                            |      |                           |      |                                     |      |      |
| <b>Laissez-faire Leadership Style</b>                                                    |                            |      |                           |      |                                     |      |      |
| The head librarian(s) expects us to solve a problem in the library with little guidance. | 3.17                       | 0.58 | 3.12                      | 0.54 | 3.14                                | 0.55 | A    |
| My supervisor allows librarians to make decisions                                        | 2.81                       | 0.74 | 3.04                      | 0.62 | 2.97                                | 0.67 | R    |
| The head librarian/sectional head does not supervise anybody's work                      | 2.62                       | 0.58 | 2.87                      | 0.71 | 2.79                                | 0.68 | R    |
| Librarians come in and go out of the workplace as they like.                             | 2.86                       | 0.47 | 2.79                      | 0.76 | 2.81                                | 0.68 | R    |
| Management does not lay down strict control over the librarians.                         | 2.60                       | 0.63 | 2.72                      | 0.85 | 2.68                                | 0.79 | R    |
| The librarian(s) assume we should know what to do.                                       | 3.48                       | 0.51 | 3.21                      | 0.59 | 3.30                                | 0.58 | A    |
| <b>Average Mean = 2.97</b>                                                               |                            |      |                           |      |                                     |      |      |

*Benchmark: Mean Score > 3.0, the statement is accepted, Mean Score < 3.0, the statement is rejected*

The analysis of the democratic leadership style revealed that respondents agreed with all the items. This implies that management/head librarian(s): allows for staff involvement and harmony in decision making ( $\bar{X} = 3.19$ ), encourages the spirit of belongingness among librarians ( $\bar{X} = 3.04$ ), delegates responsibilities/duties to subordinates ( $\bar{X} = 3.01$ ), demonstrates qualities that encourage respect among librarians ( $\bar{X} = 3.00$ ), maintains an open channel of communication with other librarians ( $\bar{X} = 3.01$ ), encourages librarians career development ( $\bar{X} = 3.30$ ).

More so analysis of the autocratic leadership style revealed that all the respondents do not agree with the items. This implies that the librarians in charge are bossy in the regular inspection of their work ( $\bar{X} = 2.90$ ), rarely listen and accept new ideas ( $\bar{X} = 2.88$ ), leave other librarians feeling like they aren't trusted with decisions or important tasks ( $\bar{X} = 2.83$ ), accommodates any other kind of domestic excuse interfering with their duties ( $\bar{X} = 2.79$ ), controls all the decision and takes very little input from other

librarians ( $\bar{X} = 2.79$ ), rules with an iron hand ( $\bar{X} = 2.70$ ).

As regards transformational leadership style, five out of the items were accepted by the respondents. The implication is that management /librarians in charge entertain new ideas ( $\bar{X} = 3.14$ ), uses intelligence gathered by other librarians to make informed decisions ( $\bar{X} = 3.08$ ), encourage librarians not to shy away from difficult decisions ( $\bar{X} = 3.05$ ), encourages librarians to be proactive ( $\bar{X} = 3.31$ ), supportive of the librarians' work schedule ( $\bar{X} = 3.05$ ). On the other hand, respondents disagreed that management/head librarians are good communicators ( $\bar{X} = 2.97$ ).

Lastly, an analysis of the laissez-faire leadership style revealed that respondents agreed to two out of six items. This implies that head librarians expect other librarians to solve a problem about the library with little guidance ( $\bar{X} = 3.14$ ) and assume they should know what to do ( $\bar{X} = 3.30$ ). On the contrary, respondents disagreed that their supervisor allows them to make decisions ( $\bar{X} = 2.97$ ),

does not supervise anyone's work ( $\bar{X}=2.79$ ), allows librarians to come in and go out of the workplace as they like ( $\bar{X}=2.81$ ), do not lay down strict control on the librarians ( $\bar{X}=2.68$ ).

An overall analysis from Table 1 above shows that democratic and transformational leadership styles have higher levels of positive response among the librarians in the

state public university libraries in southeast and south- south Nigeria.

**Research Question Two:** What is the level of job performance among librarians in state university libraries in southeast and south-south Nigeria?

To analyze this research question, the researchers measured the performance level of librarians based on satisfaction, training and development, work-family conflict, motivation and stress.

**Table 2: Mean Responses of Respondents on Job Performance Factors**

| ITEMS                    | South East<br>(SE), N = 42 |             | South-South<br>(SS) N =89 |             | The Overall<br>(SE & SS), N<br>=131 |             | Dec.     |
|--------------------------|----------------------------|-------------|---------------------------|-------------|-------------------------------------|-------------|----------|
|                          | $\bar{X}$                  | SD          | $\bar{X}$                 | SD          | $\bar{X}$                           | SD          |          |
| Satisfaction             | 2.83                       | 0.60        | 2.87                      | 0.69        | 2.86                                | 0.66        | A        |
| Training and Development | 2.79                       | 0.75        | 2.89                      | 0.64        | 2.86                                | 0.68        | A        |
| Work-Family Conflict     | 2.94                       | 0.54        | 2.63                      | 0.71        | 2.73                                | 0.68        | A        |
| Motivation               | 2.50                       | 0.70        | 2.82                      | 0.69        | 2.72                                | 0.71        | A        |
| Stress                   | 2.82                       | 0.62        | 2.56                      | 0.70        | 2.65                                | 0.69        | A        |
| <b>Grand mean</b>        | <b>2.78</b>                | <b>0.64</b> | <b>2.75</b>               | <b>0.69</b> | <b>2.76</b>                         | <b>0.68</b> | <b>A</b> |

4.00 - 5.00 = Excellent, 3.00 – 3.99 = Very good, 2.50 – 2.99 = Good, 2.00 – 2.49 = Fair, 1.00 – 1.99 = Poor

Table 2 shows the summary of the cluster means of job performance variables. The total cluster mean score for respondents is  $2.76 \pm 0.68$ . Job satisfaction has an overall mean score and SD of 2.86 and a standard deviation of 0.66, work-family conflict with a mean score of 2.73 and standard deviation of 0.68, motivation with a mean score of 2.72 and standard deviation of 0.71, Training and development with mean score 2.86 and standard deviation of 0.68 while stress has a mean score of 2.65 and SD 0.69. The result also shows that the total mean score of job performance factors for South East ( $2.78 \pm$

0.64) is slightly higher than that of South-South State university libraries. This indicates that librarians in South-East have a higher level of job performance than those in the South-South state university libraries. The total cluster mean score for both South-East and South-South is 2.70. This indicates that the librarians' level of job performance in the two zones studied is very good.

**Hypothesis One:** What is the relationship between leadership style and job performance of librarians in state university libraries in South-east and South-south Nigeria?

**Table 3: Regression table showing the relationship between leadership style and job performance of librarians**

| Model            | Unstandardized Coefficients |            | Standardized Coefficients<br>Beta | T     | Sig.  | Decision |
|------------------|-----------------------------|------------|-----------------------------------|-------|-------|----------|
|                  | B                           | Std. Error |                                   |       |       |          |
| (Constant)       | 1.262                       | 0.192      |                                   | 6.573 | 0.000 | V. Low   |
| Leadership style | 0.147                       | 0.049      | 0.258                             | 2.998 | 0.003 | V. Low   |

Table 3 above is a regression table showing the relationship between leadership style and job performance of librarians in state public university libraries in South-east and South-south Nigeria. The research findings showed that there exists a significant correlation between leadership styles ( $P > 0.05$ ) with job performance.

### Discussion of Findings

The result implied that librarians in state university libraries in South-east and South-south Nigeria mostly accepted democratic and transformational style of leadership as styles that can positively influence their job performance given the conducive environment inherent in the styles. This finding agrees with the views of Fatokun, Salaam and Ajegbomogun (2010) whose study revealed that the democratic and transformational leadership styles which involve an open and regular means of communication between the leaders and their subordinates bring about better output and higher productivity with employees who are responsible enough to work under less supervision. This finding also concurs with the findings of Usman et al (2018) whose study revealed that public university libraries in North Central Nigeria, adopted the democratic style of leadership. It was also noted from the findings that the institutions studied adopted a mix of leadership styles. This collaborates with the findings of Uwandu (2020) and Orewa (2019), whose study revealed that the joint influence of autocratic, democratic and laissez-faire leadership styles and the job performance of librarians is significant, which implies that a combination of the different leadership styles will greatly improve job performance.

The findings on the performance of librarians revealed a very good performance, given their high rating of the job performance indicators, such as job satisfaction, training and development and motivation. This finding concurs with the findings of Lamprey

et al (2013) and Abubakar (2016) which indicates that job performance of librarians are high as a result of the work environment that is motivating.

The result of the regression analysis on the relationship between leadership styles and job performance shows a significant relationship between leadership style and job performance of librarians in state university libraries in South-east and South-south Nigeria, an indication that level of job performance depends on the type of leadership style employed. This is in line with the findings of Saliu (2018), whose study revealed a positive correlation between leadership style and library personnel job performance ( $r = 0.542, p < .05$ ).

### Conclusion and Recommendations

The study was conducted to find out the influence of leadership styles on the job performance of librarians in state university libraries in Southeast and Southwest Nigeria. The influence of such leadership styles as autocratic, transformational, transactional, and democratic and laissez-faire leadership styles on the job performance of librarians was ex-rated. The findings of this study have given a piece of empirical evidence to prove and verify the discussion among researchers on factors that influence the performance level of librarians in state university libraries. Consequently, the study revealed that leadership style serves as a predictor of job performance among librarians; with democratic and transformational leadership styles having a greater influence on the job performance of librarians in state universities in south-east and south-south Nigeria. This finding implies that the democratic and transformational leadership style adopted by library management is the most likable leadership style that enhances the performance level of librarians.

### Recommendations

The findings of the study have revealed a positive relationship between leadership

styles and job performance of librarians. Therefore, it is recommended as follows:

- Library managers should adopt a combination of leadership styles that can bring out the best in the job performance of librarians and other library workers.
- A good system of reward should be instituted by the library administration to encourage dedication and diligence among the workforce for improved performance on the job.
- The university administration should encourage continuous professional development of librarians to enable them develop new skills with which to maximize the opportunities of emerging innovations in the field.

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