

**LEADERSHIP STYLES AND EMPLOYEE PRODUCTIVITY IN NUHU BAMALLI
POLYTECHNIC LIBRARY, ZARIA, KADUNA STATE**

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Abstract

This study examines the leadership styles present at Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State, and their impact on employee productivity and performance. Adopting a survey research design, the study encompassed all 28 staff members in the library, utilizing total enumeration for comprehensive representation. Data was collected through a structured questionnaire and analyzed using descriptive statistics. Findings revealed diverse perceptions of leadership styles, with 44% of respondents identifying task-oriented leadership, 20% recognizing democratic leadership, and smaller proportions indicating human-centered (16%) and situational styles (12%). The study also highlighted the multifaceted impact of leadership on staff performance, emphasizing enhanced motivation (24%), improved staff relations (24%), and a conducive work environment (16%). These findings underscore the critical role of leadership in shaping organizational culture and achieving institutional goals. Recommendations include adopting a balanced leadership approach that integrates goal-driven strategies with participatory decision-making and prioritizing staff development to foster productivity and engagement. This study provides valuable insights into the interplay between leadership and employee performance in academic libraries.

Keywords: Leadership styles, employee productivity, academic libraries, organizational culture

Leadership plays a pivotal role in shaping employee productivity across the globe. Studies have shown that effective leadership significantly impacts organizational outcomes, with transformational and participative styles often resulting in improved performance and job satisfaction (Bass & Avolio, 1994). Transformational leaders inspire employees through vision and motivation, encouraging innovation and creativity in the workplace (Burns, 1978). Conversely, transactional leadership focuses on task-oriented behaviors, setting clear objectives, and rewarding employees for their accomplishments, which can enhance efficiency in goal-driven organizations (Judge & Piccolo, 2004). Academic libraries, as critical knowledge hubs, often benefit from participatory leadership styles that prioritize collaboration and adaptability. For example, Rowley (1997) highlighted the importance of democratic leadership in enhancing library service delivery and staff development. Globally, the shift toward inclusive leadership is seen as a response to the increasing complexity of modern organizations and the need for continuous innovation in service delivery.

Modern trends in leadership emphasize agility and inclusiveness, enabling organizations to navigate complex challenges effectively (Goleman, 2000). In academic libraries, leaders who foster an open and supportive environment can boost employee engagement, motivation, and commitment. Studies conducted in North America and Europe reveal that library staff thrive under leadership that encourages professional growth, teamwork, and a sense of ownership over their responsibilities (Stueart & Moran, 2017). Moreover, with the integration of technology in library operations, leaders who embrace change and encourage digital transformation can significantly enhance the productivity and relevance of their institutions (Yukl, 2013). As such, leadership in libraries must evolve to address the dynamic needs of employees and library users.

In Africa, leadership styles are often influenced by socio-cultural and economic factors, which create unique opportunities and challenges for organizations, including libraries. Mello (2018) noted that transformational and democratic leadership styles are vital in overcoming resource constraints and fostering innovation in African institutions. However, traditional hierarchies and rigid leadership structures in many African countries can sometimes hinder employee participation and creativity (Okoye & Eze, 2019). Academic libraries in Africa are no exception, as leadership within these institutions must navigate limited budgets, infrastructural challenges, and varying levels of staff competence.

Research in African academic libraries indicates that participative leadership can significantly enhance employee productivity. For instance, studies in South Africa have shown that leaders who involve employees in decision-making processes foster a sense of responsibility and motivation among staff (Mthembu, 2020). Similarly, libraries in Ghana have embraced transformational leadership approaches to drive innovation, staff engagement, and service quality improvement (Angello, 2020). Despite these advancements, challenges persist, including limited training opportunities for library leaders and employees. Addressing these gaps requires concerted efforts by library administrators to align leadership practices with global trends while considering local contexts.

Leadership in Nigerian academic libraries reflects the broader socio-political and economic realities of the country. Ogunlana (2019) highlighted that many libraries in Nigeria rely on task-oriented and authoritarian leadership styles, driven by hierarchical organizational structures and traditional management practices. These styles, while effective in achieving short-term goals, often hinder creativity, employee engagement, and long-term organizational growth. On the other hand, some Nigerian libraries have begun to adopt participative and transformational leadership practices to improve productivity and adapt to the evolving demands of library users (Ani, 2022).

In Nigerian polytechnics, including Nuhu Bamalli Polytechnic, leadership styles significantly impact staff motivation and performance. Democratic leadership, characterized by open communication and employee involvement in decision-making, has been identified as a key factor in enhancing productivity (Isah, 2020). For example, when library staff are given the autonomy to contribute ideas and participate in planning processes, they develop a greater sense of ownership and commitment to their roles. However, the effectiveness of leadership in Nigerian libraries is often constrained by factors such as inadequate funding, lack of training, and outdated facilities. Addressing these challenges requires deliberate efforts to invest in leadership development and infrastructural upgrades.

The case of Nuhu Bamalli Polytechnic Library provides valuable insights into the relationship between leadership styles and employee productivity. Your research revealed that task-oriented leadership is predominant in the library, with 44% of respondents identifying this style as the most common. While task-oriented leadership ensures that specific goals and targets are met, it may limit employee creativity and engagement (Okon & Ahiauzu, 2018). Interestingly, the presence of democratic and situational leadership styles highlights the diversity in leadership approaches within the library. Democratic leadership fosters collaboration and teamwork, while situational leadership allows leaders to adapt their style to specific circumstances, enhancing overall effectiveness.

One of the key challenges facing leadership in Nigerian libraries is the lack of adequate resources and infrastructural support. Libraries in Nigeria often operate with limited budgets, making it difficult for leaders to provide the tools and training necessary for staff productivity (Joshua, 2024). Additionally, the hierarchical structure of many Nigerian organizations can stifle innovation and employee participation.

Ogunlana (2019) observed that authoritarian leadership, while effective in some contexts, often demotivates employees and limits their potential contributions to organizational success.

Transformational leadership has emerged as a critical factor in addressing the challenges faced by Nigerian libraries. Leaders who inspire and motivate their staff can foster a culture of innovation, collaboration, and continuous improvement. A study by Aina and Ajiferuke (2022) found that transformational leadership in Nigerian academic libraries was associated with higher levels of employee satisfaction and productivity. By creating a shared vision and empowering employees to achieve their full potential, transformational leaders can drive positive change within their organizations.

Investing in professional development is essential for enhancing leadership effectiveness and employee productivity in Nigerian libraries. Continuous training programs for library leaders and staff can equip them with the skills needed to navigate the complexities of modern library management. Dadzie (2024) emphasized the importance of leadership training in fostering a culture of excellence and innovation within academic libraries. By prioritizing professional development, libraries can ensure that their leaders and staff are well-prepared to meet the demands of the 21st century.

The integration of technology in library operations has transformed the role of leadership in academic libraries. Leaders must now guide their organizations through digital transformation, ensuring that employees are equipped to leverage technology effectively. Research by Luambano and Nawe (2024) highlighted the role of technological leadership in enhancing library services and staff productivity. By adopting a forward-thinking approach, library leaders can drive innovation and improve service delivery in their institutions.

To enhance leadership and employee productivity in Nigerian libraries, several strategies must be implemented. First, library administrators should adopt participative and transformational leadership styles to foster collaboration and innovation (Achebe, 2023). Second, investment in infrastructure and technology is crucial to support modern library operations and staff development. Finally, creating a supportive work environment that prioritizes employee well-being and professional growth can significantly enhance productivity.

Statement of the Problem

Leadership is a critical factor in determining the productivity and effectiveness of employees in any organization, including libraries. In academic libraries, where teamwork, innovation, and collaboration are crucial, the leadership style adopted by library administrators can either enhance or hinder employee productivity. Despite the importance of effective leadership in ensuring optimal service delivery, many libraries in Nigeria, including Nuhu Bamalli Polytechnic Library, face challenges related to leadership practices.

Preliminary investigations reveal that library staff at Nuhu Bamalli Polytechnic experience varied leadership styles, ranging from task-oriented to democratic approaches. While some styles have been effective in achieving short-term goals, others have contributed to reduced motivation, low staff engagement, and poor service delivery. Furthermore, the increasing complexity of library operations, coupled with the integration of information and communication technologies (ICT), has made it imperative for library leaders to adopt adaptive and innovative leadership practices to keep pace with global trends.

However, existing studies and anecdotal evidence suggest that the leadership styles employed in many Nigerian academic libraries often fail to align with best practices, leading to challenges such as job dissatisfaction, lack of teamwork, and resistance to change. This disconnect between leadership practices and employee needs undermines the productivity of library staff and, by extension, the overall effectiveness of the library.

Therefore, the problem lies in identifying the most suitable leadership style that can foster employee productivity while addressing the unique challenges faced by Nuhu Bamalli Polytechnic Library. This study seeks to bridge the gap by exploring the relationship between leadership styles and employee productivity in the library, with the aim of providing evidence-based recommendations for improving leadership practices and enhancing service delivery.

Research Questions

The following questions are put forward to guide the study:

1. What are the leadership styles available at Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State?
2. What is the impact of leadership styles on employee productivity and performance Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State?

Methodology

The survey research design was adopted. The population of the study comprise all the staff in the library of Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State. According to the polytechnic's fact sheet, there are 28 staff members in this library. Total enumeration was adopted in this study. Given that the population size of the library staff at Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State, is relatively small and manageable, involving only 28 staff members, there is no need for sampling. By including the entire population, the study ensures that every staff member's perspective is considered, providing a comprehensive and accurate representation of the influence of leadership styles on employee productivity and performance. The primary instrument for data collection in this study is a questionnaire. The data collected in this study was analyzed using a structured approach to derive meaningful insights and conclusions. The method of data analysis aimed to provide a rigorous examination of the collected data, ensuring that findings are both reliable and relevant to the study's objectives. By employing descriptive and potentially inferential statistics, the study seeks to contribute valuable insights into the role of leadership style on staff productivity in the Nuhu Bamalli Polytechnic Library, Zaria, Kaduna State.

Result

This chapter looked at how data were presented and analyzed.

A total of 28 questionnaires were distributed to the respondents, filled, returned but only 25 were correctly filled and found usable.

Table 1: Leadership style in the library

Options	Frequency	Percentage
Participatory style	1	4
Autocratic style	1	4
Laiseesz faire style	-	-
Democratic style	5	20
Task oriented style	11	44
Human relations style	4	16
Situational style	3	12
Total	25	100%

The table on the leadership style in the library shows the analysis of leadership styles among respondents from the Nuhu Bamalli Polytechnic Library in Zaria, Kaduna State, reveals a diverse perception of leadership approaches. Among the 25 respondents surveyed, 20% (5 individuals) identified the leadership style in the library as democratic, emphasizing a participatory and inclusive approach to decision-making. Additionally, 44% (11 individuals) perceived the leadership style as task-oriented, focusing on goal achievement and efficiency. A smaller proportion, 16% (4 individuals), viewed the style as human-centered, prioritizing employee well-being and development, while 12% (3 individuals) regarded it as situational, adapting leadership strategies based on specific circumstances. These findings illustrate the varied interpretations of leadership within the library context, suggesting that different leadership styles may impact staff productivity and organizational dynamics differently.

Table 2: Impact of leadership style on staff productivity and performance.

Options	Frequency	Percentage
Motivates staff	4	16
Enhances zeal	6	24
Create conducive environment	3	12
Good management staff relation	6	24
Increases productivity	6	24
Total	25	100%

The table on the impact of leadership style on staff productivity and performance shows the analysis of responses from the survey conducted at Nuhu Bamalli Polytechnic Library in Zaria, Kaduna State, reveals various perceived impacts of leadership styles on staff productivity and performance. Among the 25 respondents, 24% (6 individuals) highlighted that leadership styles contribute to enhancing staff motivation and increasing their zeal to work. This underscores the role of leadership in fostering a positive work environment that promotes employee engagement and commitment. Additionally, 16% (4 individuals) acknowledged the importance of leadership in creating a conducive working environment, which is crucial for optimizing staff performance and satisfaction. Furthermore, another 24% (6 individuals) recognized that effective leadership fosters good relations among staff, ultimately leading to increased productivity within the library setting. These findings underscore the multifaceted impact of leadership styles on shaping organizational culture and influencing staff outcomes in academic libraries.

Discussion of the Findings

Perceptions of leadership styles among respondents varied significantly, with a notable portion identifying the leadership style as task-oriented and democratic (Aftab, Mughal, & Arif, 2023). These findings align with previous research suggesting that task-oriented leadership focuses on goal achievement and efficiency, while democratic leadership fosters participatory decision-making and employee involvement (Ahmad, Mohamed, & Abdulmanaf, 2023). Factors influencing the choice of leadership style were found to be influenced by both internal forces within the library leader and staff interactions, as well as external situational factors (Akinyemi, & Ifijeh, 2023). This highlights the dynamic nature of leadership decision-making, where leaders must adapt their styles to fit both organizational demands and external pressures (Amusa, Iyoro, & Olabisi, 2023).

Regarding the impact of leadership styles on staff productivity and performance, the study revealed that effective leadership enhances staff motivation, creates conducive working environments, and fosters good relations among staff (Babalola, & Nwalo, 2013). These outcomes are consistent with literature suggesting that supportive leadership styles contribute to higher levels of employee engagement and satisfaction, ultimately leading to increased productivity (Babu, 2021). The findings underscore the critical role of leadership in shaping organizational culture and influencing staff outcomes within academic library settings. By understanding the nuances of leadership styles and their impacts, library administrators can implement strategies to optimize staff performance and foster a positive work environment (Bamigboye, Buraimo, & Ajani, 2018).

Conclusion

Leadership style plays a crucial role in shaping organizational dynamics and influencing goal achievement within any institution, including libraries. The style of leadership adopted can have profound effects, both positive and negative, on staff members. A leadership approach that is transformational, for instance, emphasizes inspiration, motivation, and intellectual stimulation among employees. This can foster a sense of purpose and commitment, leading to higher morale and increased productivity. Conversely, leadership styles characterized by micromanagement or authoritarianism might stifle creativity and autonomy among staff, potentially dampening enthusiasm and hindering performance. Therefore, selecting an appropriate leadership style that aligns with the organizational culture and the needs of staff is essential for optimizing goal attainment and cultivating a positive work environment.

Reccomendation

Based on the findings here are recommendations:

1. **Adopt a Balanced Leadership Approach:** Given the prevalence of task-oriented (44%) and democratic (20%) leadership styles, the library administration should consider blending these approaches to enhance productivity and staff engagement. A balanced leadership style that combines goal-driven strategies with participatory decision-making can foster a more inclusive environment. This approach would ensure efficient task completion while promoting staff motivation, involvement, and well-being, as supported by the findings that leadership styles significantly enhance zeal and productivity (24%).
2. **Prioritize Staff Relations and Development:** Since 16% of respondents emphasize human-centered leadership and 24% highlight the importance of fostering good staff relations, the library should implement policies that prioritize staff development and well-being. Regular training programs, mentorship initiatives, and opportunities for open communication can create a conducive work environment. This would improve job satisfaction, strengthen teamwork, and enhance overall productivity, aligning with the observed positive impacts of leadership on staff performance and organizational dynamics.

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