EFFECT OF LEADERSHIP STYLE ON HEALTH INFORMATION PROFESSIONALS IN UNIVERSITY OF ILORIN TEACHING HOSPITAL, NIGERIA

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Abstract
This study investigated the effect of leadership style on health information professionals in university of Ilorin teaching hospital, Nigeria. Survey research design was used for the study. The population was 89 health information professionals in the university teaching hospitals in Ilorin, Nigeria. Total enumeration was adopted for the study. The study used convenience sampling method to select respondents. Structured and validated questionnaires were used to collect data. A return rate of 88% was achieved respectively for the health information professionals. Data were analyzed using descriptive statistics. Findings showed that prevalent leadership style adopted in university teaching hospitals in Ilorin, Nigeria was transactional ($\overline{x}=2.90$), followed by transformational ($\overline{x}=2.67$) and laissez-faire ($\overline{x}=2.50$). Transactional leadership style was employed in the university teaching hospitals by monitoring to ensure jobs were performed diligently ($\overline{x}=3.16$), by always setting clear goals to strictly follow up ($\overline{x}=3.07$) and by knowing the right time to reward ($\overline{x}=2.68$). The study concluded that leadership style did not predict quality service delivery of health information professionals in Ilorin, Nigeria. The study recommended that mixed leadership style was employed and the prevalent leadership style is transactional. Therefore, the Nigerian government should establish leadership training programmes for leaders of university teaching hospitals in North-central, Nigeria on how to embrace other leadership styles such as transformational style which will make the leaders have the interest of subordinates at heart, encourage employees to take ownership of their work and subordinates to take part in decision making.

Keywords: leadership style, health information professionals, university, teaching hospitals

Introduction

The Health Information Department is always the first point of contact for patients who want to create new case files or retrieve previous case files. They are the ones saddled with the responsibility of handling every medical record service of patients that need medical attentions. Without patients' registration, there will be no case file and consequently, patients will not be attended to by the medical professionals like doctors and nurses. This then signifies that health information professionals play a very important and significant role in health service delivery of any hospital. However, in spite of the fact that their function is very crucial, it has been discovered that services rendered by the health information department is below the expectation of the public. In their studies regarding the quality health service delivery of health information professionals, Awofeso (2018) cited Ajisebute (2016), Bamigbade (2014) and Ejumudo, (2013) who found out that the bigger problem of the health information practitioners stems from issues such as unavailable or inaccurate patients' records, lost, mutilated and misplaced or missing case files. In addition, patients que up for hours at the health information management department before getting to register which results in serious delays in the delivery of health care. Other scholars such as Omisore and Agbabiaka (2016) have also identified high patient waiting time as one of the factors affecting quality health care services. In addition to these, Peter, Ibraheem, Faruk, Adebayo, and Omole (2020) noted the problem of influx of non-professionals in the health information management department. This could be what contributes to the poor quality service delivery by the health information professionals. Since it has been observed that service delivery by the health information professionals is poor, it is on this basis that the study investigates whether leadership styles of these hospitals could play a role in improving the services delivered of health information professionals.

A leader can be described as an individual who steer others while leadership is what a leader does to steer others in achieving a common goal. Leaders gather individuals on a journey, guide them towards their designation, hold them together as group and influence them towards the right direction. Every functioning organisation is grouped into functional units, parts, and personnel. These units work together for the organisation to achieve its objectives. One of these important parts of any organisation is leadership. Leadership is one of the key determinants of success or failure of any organisation. Leadership is important to consider in relation to acceptance of innovations, work attitudes, perceptions, behaviour, service quality, and client outcomes. In today's fast changing world, organisational leadership becomes even more important and it is considered as a critical success factor. Odumeru and Ifeanyi (2013) cited Weihrich, Canneice and Koontz, (2008) who pointed out that leadership could be regarded as one of the most important aspects of management. This is because leadership is a major factor which contributes immensely to the general wellbeing of organisations and nations. In view of this, Xu and Wang (2008) in Al Khajeh (2018) opine that the role of leadership in an organisation is crucial in terms of "creating a vision, mission, determination and establishment of objectives, designing strategies, policies and methods, to achieve the organisational objectives effectively and efficiently along with directing and coordinating the efforts and organisational activities". To effectively accomplish these roles, a leader is needed.

The manner in which the leader exercises power and influence, in order to carry out leadership functions is referred to as leadership style. Leadership style is the manner in which people are directed and motivated by a leader to achieve organisational goals. According to Al Khajeh (2018), "leadership style is the manner in which people are directed and motivated by a leader to achieve organisational goals". A leadership style is a leader's style of providing, directing, implementing plans and motivating people. Leadership style according to Mitonga-Monga and Coetzee (2012) is a combination of different characteristics, traits and behaviours that are used by leaders for interacting with their subordinates. In summary, a leadership style is what a leader exhibits when managing, directing, guiding and motivating members of his organisation. Leadership style varies from one organisation to another and no two leaders can lead in the same style. Oladipo, Jamilah, Abdul, Jeffery and Salami (2013) claim that the success or failure of any organisation, nation and other social units, is largely determined by the nature of the leadership style that is being practised by the leader.

Scholars such as Oyelude and Oladele (2014) have identified varieties of leadership styles as including democratic, laissez-faire, autocratic or authoritative, participative and delegated. Lewin, Lippit and White (1939) and his group of researchers, identify different styles of leadership styles as: authoritative or autocratic, participative or democratic and delegate or free reign, transformational, transactional, strategic, laissez-faire, facilitative, charismatic, cross-cultural, coaching and visionary types of leadership styles. Harris, Leithwood, Day, Sammon and Hopkins'(2007) list include transformational leadership style, transactional leadership style, culture-based leadership, charismatic leadership, and visionary leadership. However, this study is hinged on transformational, transactional and laissez-faire leadership styles.

Ardichvili and Kuchenke (2017) described transformational leadership style as a style in which leaders encourage, inspire and motivate employees to innovate and create changes that will help them grow and shape the future success of the organisation. The transformational leaders are the ones that focus on developing their followers while considering their needs. They align the interests of the organisation and act as gaps between the followers and the organisation (Kleefstra, 2019). Transformational leadership occurs when the leader broadens or elevates the interest of the employees. They are effective, may be charismatic in terms of inspiring the employees, meeting the emotional needs of the employees and may stimulate the employees intellectually (Bass & Avolio, 1994). The components of transformational leadership style are charisma or idealised influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass & Riggio, 2006). In the hospital setting, it could be deduced that employees such as

health information professionals would be able to willingly commit to a leader who exhibits this kind of
style.

The next leadership style is that of a transactional leader. A transactional leader is one who is always willing
to give something in return (Uchenwamgbe, 2013). Transactional leadership can be defined as the exchange
of targets and rewards between the management and the employees (Ojokuku, Odetayo, & Sajuyigbe, 2012).
It is noted that a transactional leader punishes his/her employees for low performance and rewards positively
those who perform very well. However, Moore (2019) posits that transactional leadership style is the type
that is always willing to give something in return for following them. The transactional leadership style
particularly helps in creating an environment that is optimal for performance and also articulates the
compelling vision that enhances the overall organisational performance (Longe, 2014). The three dimensions
of transactional leadership style as noted by Bass and Riggio in Megheirkouni, Amaugo, and Jallo, (2018)
are contingent reward, management by exception-active and management by exception-passive.

Finally, laissez-faire is a word that is derived from a French term which means "to let it do" (Eagly,
Johannesen-Schmidt, & Van Engen, 2003). Bass and Avolio (1990) describe laissez-faire leadership as "the
absence of leadership" and "the avoidance of intervention". The scholars further stated that laissez-faire
leadership is an ineffective leadership style together with active corrective leadership (leading by monitoring
and focusing on mistakes) and passive corrective leadership (waiting for things to go wrong before
intervening). Amanchukwu, Stanley, and Ololube (2015), citing Chaudhry and Javed, (2012) pointed out
that laissez-faire leaders delegate decision-making powers to followers. Laisser-faire leaders according to
Akparep, Jengre, Morgre (2019), avoid controlling their employees and rely on which ever employee who
is loyal to them to get the task done. In determining the level of performance, Okafor and Afolabi (2021)
state that the style of leadership plays very important function. Leadership style however, varies from one
organisation to another and no two leaders can lead in the same style.

Leadership is an interpersonal process, through which one person is able to influence the activities of
individuals or groups (i.e., the followers) towards the attainment of given objectives within a particular
situation by means of communication (Covey, 2007). The concept of leadership has generated lively interest,
debate and occasional confusion as management thoughts evolve. Lee and Chuang (2009) explained that the
excellent leader not only inspires subordinate's potential to enhance efficiency but also meets their
requirements in the process of achieving organisational goals. As Veliu (2017) observed, the term leadership
therefore involves the exercise of influence in a social situation in which the followers' attribute leadership
qualities to the leader. Leaders are leaders because other people view them as such. It must be noted that not
all leaders are effective managers and not all managers are effective leaders. In other words, leadership has
been described as a process of persuasion where the leader act as an example for a group in order to motivate
and induce group members to pursue the objectives of the organisation. In this regard, it is important to
realize the culture of their working environment, and that they are integral parts of a system in which they
arise yet dependent upon two-way communication with constituent forces that create the circumstances in
which they emerge (Veliu, 2017). In addition, leaders are accountable for the performance of their
organisation, which in most cases is dependent on employee's productivity.

Aibieyi (2014) noted that leadership is an essential function in every organisation, and that as matter of fact,
no organisation can exist without a leader. This, he observed is because the goal of any organisation depends
on the people that are employed to achieve the organisational objectives. Effective administration therefore
depends to a very great extent on sound leadership that can influence the workers in such a way that they all
strive towards achieving the desired objective of the organisation. Importantly, workers should be
encouraged to work willingly with zeal and confidence. Since leadership is very important in organisation,
there is the need to look at different views that have been given by some scholars about leadership and
leaders. There is no single definition for leadership because it is complex; various literature and research
studies on leadership is varied and there is no definition that is accepted universally. Most definitions have

a common theme of directing a group towards a goal. Othman, Hamzah, Abas and Zakuan (2017) and Keskes (2014) defined leadership as the relationship between an individual and a group based on common interest and they behave as per the directions of the leader. According to Yukl (2011), leadership is the process of influencing followers. He further defined leadership as a process where one person exerted influence intentionally to a group of people in an organisation through relationship, structure, and guide. Leaders play an important role in the attainment of organisational goals by creating a climate that would influence employee's attitudes, motivation, and behaviour. Chowdhury (2014) defined leadership as a dynamic process whereby one man influences others to contribute voluntarily to the realization and attainment of the objectives towards a common goal. Leadership, as defined by Gharibvand (2012), is how the leader communicates in general and relates to people, the way in which the leader motivates and trains the subordinates and the way a leader provides direction to his/her team to execute their tasks.

Sharma and Jain (2013), defined leadership as a process through which a person influences other people to accomplish an objective. Aspiration, values of the group that is representing the essence of leadership is to help a group or an organisation to attain sustainable development and growth (Harper, 2012). Malik, Saleem and Naeem (2016) observed that leadership brings in the required change to influence learning and development of required skills, performance and creates a platform for individual growth in an organisation. Leadership is all about taking ownership and accountability aimed at achieving the end objective by applying the available resources and ensuring a cohesive organisation where an individual influences a group to achieve the common objective (Amanchukwu, Stanley & Ololube, 2015).

The role of leadership in management is largely determined by organisational culture of a company. It has been argued that manager's beliefs, values and assumptions are of critical importance to the overall style of leadership they adopt (Babatunde, 2015). Leadership is a process by which an executive can direct, guide and influence the behaviour and work of others toward the accomplishment of specific goals in a given situation. Leadership is an ability of a manager to induce the subordinates to work with confidence and zeal. Leaders are required to develop a future vision, and to motivate the organisational members to want to achieve the visions and to improve the performance. Leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together in order to improve their performance and to direct them towards achievable goals (Iqbal, 2015).

Leadership is a social influence process that seeks to elicit cooperation and support of individuals towards actualization of some set goals. The process of leadership is a continuously evolving concept that changes with the context and era of its essence. From the core of human existence, family and community, leadership plays a vital role in assuring stability and harmonious growth. Filtering into the wider scope of human existence, the society thrives on effective leadership as a pilot for cohesiveness among habitants (Yusuf-Habeeb, 2017). Bunmi (2019) asserted that, leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organisation goals. Mullins (2019) further conceptualized a leader as a person who delegates or influences others to act so as to carry-out specified objectives (Mansaray, 2019).

Shafie et al. (2013) explained the importance of leadership in organisations and especially on human beings who are apparently the biggest assets of any firm; the main drivers of organisations are usually employees who give life to the organisations and provide goals (Shafie et al., 2013). It is very paramount to provide workers with direction and psychological satisfaction to get the best from them, this direction can only come from leaders. In fact, leadership is very critical for all organisations in realizing their set objectives (Anyango, 2015). Leadership entails the quality of leader to lead the team or his group. A leader should have the following basic personality traits; self-confidence, ambitious, self-driven and tenacious, realistic, psychologically open, eager to learn, creative, fair and dedicated. Involvement of other team members in decision making also constitute leadership (Higgs & Rowland, 2005). The manner in which the leader exercises power and influence, in order to carry out leadership functions is referred to as leadership style (Cordner, 2010). Leadership styles may differ from situation to situation. Although the subject of leadership has been extensively studied, the leadership phenomenon, in general, still escapes scientific understanding

and remains an elusive concept. A leader can be described as an individual who steer others while leadership is what leaders do to steer others in achieving a common goal. The author gathers that individuals are on a journey, and then the leader guides them towards their designation, holds them together as group and influences them towards the right direction. Leadership involves a position of responsibility for setting the vision of an organisation.

Hall (2015) postulated that leadership puts into place a process whereby the vision can be achieved, and involves the responsibility for motivating and inspiring others in the pursuit of great goals. Most of the leadership theories define leaders in terms of qualities, traits and behaviours of the leaders. It is also argued that leadership is a process, not a characteristic or a position but it is a transactional event that happens between followers and leaders. In organisational settings, leaders have to take day-to-day and long-term decision for the competitive survivals. The contemporary models of leadership consist of continuum of transformational leadership style, transactional leadership style and laissez-faire decision-making style. Each of these styles is characterized by dynamic process of interaction between leaders and followers though also contain some specific features and patterns which distinguish them from one another (Rehman & Waheed, 2012).

There are three important characteristics of a person who should be entrusted with leadership role in the modern organisations and that is- being an architect, a steward and a teacher. The qualities help one in making clarifications, identification of strategies, structures and policies, generation of efficient learning process and the facilitation of subordinates in developing their mental model continuously so as to think systematically (Jansen, 2008). A leader ought to be persistent and innovative as these are necessary for the success of any leader. It is believed that a leadership style should be people oriented. This in turn creates an attitude of the leader's sense of belonging in the members of the team making them motivated towards work and hence increasing the efficiency of the work (Awuor, 2015). Hasibuan (2005) said that leadership is the driving force of all sources and tools available to an organisation. Thus, for organisations to compete in the rapidly economic changes, they need leadership that can raise awareness by encouraging the employees' ideals and higher moral values as well as potential development (Handoyo, 2015). To crown it all, Jesus also demonstrated the role and purpose of a leader in the book of John Chapter 13:4-5: A leader is a servant to all. As a good leader, he trained 12 disciples to succeed him at the end of his earthly ministration. There are many different kinds of leadership styles. Some of these will be explored further.

Autocratic leaders are considered task-oriented because they place heavy emphasis on getting tasks accomplished (DuBrin, 2006). The manager alone exercises decision-making and authority for determining policy, procedures for achieving goals, work tasks and relationships, control of rewards or punishments (Mullins, 2007). The autocratic leader is at the centre of attention and usually exercises power with little trust or confidence in the followers. Next is the democratic leader which according to Daft (2008) is one who delegates authority to others, encourages participation, relies on subordinates' knowledge for completion of tasks, and depends on subordinates' respect for influence. The leadership functions are shared with members of the group and the manager is more a part of a team.

Another kind of leadership style is participative leadership style and this kind of leadership involves all members of a team in identifying essential goals and developing procedures or strategies for reaching those goals. From this perspective, participative leadership can be seen as a leadership style that relies heavily on the leader functioning as a facilitator rather than simply issuing orders or making assignments. This type of leadership style can be utilised in business settings, volunteer organisations and even in the function of the home (Iqbal, 2015).

A servant leader is one who mainly shows concern for his/her team members and their needs. Servant leaders believe that meeting the needs of employees will lead to the success of the organisation. Such leaders facilitate the sharing of ideas within the organisation and offer support to employees to actualize their goals.

Also, servant leaders facilitate the involvement of employees in the decision-making process (Mansaray, 2019). Ireland and Hitt (1999) conceptualize strategic leadership as a set of unique capabilities of anticipating, envisioning, maintaining flexibility, thinking in a strategic way, and empowering employees to generate innovative ideas that lead to high performance. House and Aditya (1997) defined it as an activity that is directed towards giving purpose to organisations. Boal and Hooijberg (2001) view strategic leadership as the ability to create and maintain absorptive and adaptive capacities and the ability to discern environmental opportunities through their managerial wisdom. Having identified some of the commonly applied leadership styles in organisation, this study is anchored on transformation, transactional and laisser-faire leadership styles.

Statement of the Problem
Health information management department is very important. In Nigeria, it has been observed that quality service delivery of the health information practitioners is poor. Studies have also revealed that services rendered by the health information department are below the expectations of the public. For instance, Omisore and Agbabiaka (2016), Ajisebute (2016), Bamigbade (2014) and Ejumudo (2013) found out from their various studies that the problems of the health information professionals stem from issues such as unavailable or inaccurate patients' records; mutilating, misplacing and missing of some patients' case files. In addition, patients queue up for hours at the health information management department before getting to register which results in serious delays in the delivery of health care. Peter et al. (2020) alsoobserved that there is the problem of influx of non-professionals with little skills and competencies in the health information management department. All these factors contribute to inadequate health service delivery.

Factors such as leadership style that an organisation adopts is a possible factor that can have influence on the health information management department to delivers. It is on this premise that Oladipo, Jamilah, Abdul, Jeffery and Salami (2013) noted that the success or failure of any organisation, nation and other social units could be largely determined by the leadership style adopted by the leader. This indicates that in a setting like a hospital, the kind of leadership style chosen can either promote or hinder the kinds of services being provided by the health care professionals such as health information professionals. One can therefore conclude that an effective leadership in the management of teaching hospitals would directly positively affect quality care delivery of health information professionals. In view of this, the goal of this study is to investigate the effect of leadership style on health information professionals in university of Ilorin teaching hospital, Nigeria.

Objective of the Study
The main objective of the study is to investigate the effect of leadership style on health information professionals in university of Ilorin teaching hospital, Nigeria. The specific objectives is to:

1. ascertain the prevalent leadership style adopted by the management of university teaching hospitals in Ilorin, Nigeria;

Methodology
The survey research design was adopted in this study. The Population of this study was 89 health information professional's

S/N	Name of Hospital	Location	State	Population
1	University of Ilorin Teaching Hospital	Ilorin	Kwara	89

Sampling Size, a total enumeration was adopted for the study. The instruments that were used for the collection of data for this study was self-structured questionnaire. Data generated for the study were analyzed with descriptive statistics such as percentage distribution, mean and standard deviation. All of these were achieved through the use of Statistical Package for the Social Sciences (SPSS) version 25.0 developed by IBM.

Data Analysis, Results and Discussion of Findings

The structure of this section is as follows: analysis of the of research questions and discussion of findings.
Research Question One: What is the prevalent leadership style adopted in university teaching hospitals in Ilorin, Nigeria?

Table 1 Leadership Style of management of university teaching hospitals in Ilorin, Nigeria

Variables	SA (4) Freq (%)	A (3) Freq. (%)	D (2) Freq. (%)	SD (1) Freq (%)	Mean $\bar{x}$	Standard Deviation (SD)
Transactional (Mean = 2.90, SD = 0.86)						
In my hospital, the leadership monitors to ensure jobs are performed diligently.	53 (39.3)	60 (44.4)	12 (8.9)	10 (7.4)	3.16	0.87
In my hospital, the leadership always sets clear goals for me to strictly follow up.	40 (29.6)	69 (51.1)	22 (16.3)	4 (3.0)	3.07	0.76
In my hospital, the leadership is keen about subordinates obeying commands.	38 (28.1)	68 (50.4)	21 (15.6)	8 (5.9)	3.01	0.82
In my hospital, the leadership demand results regardless of the quality of resources provided for the staff.	40 (29.6)	60 (44.4)	28 (20.7)	7 (5.2)	2.99	0.85
In my hospital, the leadership knows the right time to reward.	24 (17.8)	62 (45.9)	31 (23)	18 (13.3)	2.68	0.92
In my hospital, the leadership does not accepts new ideas from subordinates.	23 (17)	41 (30.4)	50 (37)	21 (15.6)	2.49	0.95
Transformational (Mean = 2.67, SD = 0.89)						
In my hospital, the leaders have the interest of the subordinates at heart.	28 (20.7)	77 (57)	19 (14.1)	11 (8.1)	2.90	0.82
In my hospital, the leadership encourages me to take ownership of my work.	33 (24.4)	67 (49.6)	23 (17)	12 (8.9)	2.90	0.88
In my hospital, the leadership accepts new ideas from the subordinates.	31 (23)	70 (51.9)	20 (14.8)	14 (10.4)	2.87	0.89
In my hospital, the leadership allows subordinates to take part in decision making.	19 (14.1)	61 (45.2)	33 (24.4)	22 (16.3)	2.57	0.93
In my hospital, the leadership gives subordinates complete freedom to solve problems on their own.	12 (8.9)	57 (42.2)	41 (30.4)	25 (18.5)	2.41	0.89
In my hospital, the leadership does not impose policies.	18 (13.3)	44 (32.6)	46 (34.1)	27 (20)	2.39	0.96
Laissez-faire (Mean = 2.50, SD = 0.93)						
In my hospital, the leaders assume the role of support to employees.	20 (14.8)	62 (45.9)	32 (23.7)	21 (15.6)	2.60	0.92
In my hospital, the leadership delegates decision-making powers to followers.	21 (15.6)	55 (40.7)	38 (28.1)	21 (15.6)	2.56	0.94
In my hospital, the leadership leaves a lot of responsibility in the hands of the workers.	26 (19.3)	39 (28.9)	53 (39.3)	17 (12.6)	2.55	0.94

In my hospital, the leadership relies on a few loyal employees to get the job done.	25 (18.5)	38 (28.1)	57 (42.2)	15 (11.1)	2.54	0.92
In my hospital, the leadership allows me to create my objectives.	18 (13.3)	48 (35.6)	51 (37.8)	18 (13.3)	2.49	0.89
In my hospital, the leaders give a lot of freedom to the employees allowing them to make decisions themselves.	19 (14.1)	29 (21.5)	54 (40)	33 (24.4)	2.25	0.98
Average Overall Mean					**2.69**	**0.90**

Source: Field Survey 2022; Freq. = Frequency
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KEY: SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree*Decision Rule if mean is 1 to 1.74 = Strongly Disagree; 1.75 to 2.49 =Disagree; 2.50 to 3.24 =Agree; 3.25 to 4= Strongly Agree**

Table 1 depicts that the prevalent leadership style adopted in university teaching hospitals in Ilorin, Nigeria was transactional ($\overline{x}$=2.90), followed by transformational ($\overline{x}$=2.67) and laissez-faire ($\overline{x}$=2.50). Transactional leadership style was employed in the university teaching hospitals by monitoring to ensure jobs were performed diligently ($\overline{x}$=3.16), by always setting clear goals to strictly follow up ($\overline{x}$=3.07) and by knowing the right time to reward ($\overline{x}$=2.68). Transformational leadership style was practised in the university teaching hospitals by having the interest of the subordinates at heart ($\overline{x}$=2.90), encouraging subordinates to take ownership of their work ($\overline{x}$=2.90) and by allowing subordinates to take part in decision making ($\overline{x}$=2.57). Finally, laissez-faire leadership style was practised in the university teaching hospitals as leaders assume the role of support to employees ($\overline{x}$=2.60), delegate decision-making powers to followers ($\overline{x}$=2.56) and rely on a few loyal employees to get the job done ($\overline{x}$=2.54).

Discussion of Findings
This section of the research work presents the discussions of the finding of this study in light of existent literature reviewed. The study investigated the effect of leadership style on health information professionals in university teaching hospitals in Ilorin, Nigeria.

Research Question One: What is the prevalent leadership style adopted in university teaching hospitals in ilorin, Nigeria?

Prevalent leadership style adopted in university teaching hospitals in Ilorin, Nigeria was also evaluated. Asrar-ul-Haq and Kuchinke (2016) are of the view that the kind of leadership style exhibited by managers to a large extent influences organisational valued outcome such as low employee turnover, reduced absenteeism, customer satisfaction and organisational effectiveness. Similarly, leadership style controls interpersonal reward and punishment that shape employee behaviour, motivation and attitude which impacts on organisational performance (Pufi et al. 2014).This study revealed that the participants of the study agreed that different leadership styles were employed in university teaching hospitals in North-central, Nigeria. Further interrogation of the data depicts that participants agreed that the prevalent leadership style adopted was transactional, followed by transformational and laissez-faire leadership styles. Transactional leadership style was employed in the university teaching hospitals by monitoring to ensure jobs were performed diligently, always setting clear goals to strictly follow up and by knowing the right time to reward. Transformational leadership style was employed in the university teaching hospitals by having the interest of the subordinates at heart, encouraging subordinates to take ownership of their work and by allowing subordinates to take part in decision making. Finally, laissez-faire leadership style was employed in the university teaching hospitals by the leaders assuming the role of support to employees, delegating decision-making powers to followers and by relying on a few loyal employees to get the job done. This is in line with the assertion of Zhu, et al. (2011), that when leaders offer rewards and observe performance for corrective actions, this leads to a relationship between leader and follower for continuous learning and better understanding of their role in the organisation. Such employees feel more committed towards organisational goals. The finding of this study is also in line with that of Syed and Kamal (2015) who found that transactional leadership has significant relationship with job performance. The study is in contrast with that of Chimezie and Schwab (2013) who studied leadership style in Primary Healthcare Services in Isu, Nigeria

and came up with a conclusion that healthcare service delivery is largely ineffective because of insufficient funding, misguided leadership, poor system infrastructure, and facility neglect.

Conclusion

The study was carried out to determine the prevalent leadership styles, of health information professionals in university of Ilorin teaching hospital, Nigeria. The study is successful as the objectives have been achieved. The study also concludes that mixed leadership styles are employed and the prevalent leadership style in university teaching hospitals in Ilorin, Nigeria is transactional. This study further concludes that leadership style does not have a major effect on quality service of health information professionals in university teaching hospitals in Ilorin, Nigeria. In view of these finding, this study therefore concludes that since leadership style is not predictors of quality service delivery, the barriers which are mitigating against quality service delivery should be seriously looked into. This is the factor that is hindering health information professionals from providing quality service delivery.

Recommendations

Based on the findings of the study, the following recommendations were made:

1. The study also established that mixed leadership style was employed and the prevalent leadership style is transactional. Therefore, the Nigerian government should establish leadership training programmes for leaders of university teaching hospitals in North-central, Nigeria on how to embrace other leadership styles such as transformational style which will make the leaders have the interest of subordinates at heart, encourage employees to take ownership of their work and subordinates to take part in decision making.

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