

**EXPLORING THE INTERACTION BETWEEN LEADERSHIP STYLE, AND JOB
PERFORMANCE OF LIBRARIAN'S IN PUBLIC UNIVERSITY LIBRARIES IN NORTH-WEST,
NIGERIA**

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Abstract

The study evaluated the interaction between leadership style, and job performance of librarian's in public university libraries in North-West, Nigeria. The survey research design was used in this study. The population for this study is 736. comprise all of the librarians in the 12 public universities (Federal and State) in North-West Nigeria. The sample size for the study consists 259 librarian personnel derived from the 736 librarians in the public universities in North-West Nigeria. The sample size from the population is determined by using Taro Yamane (1967) formular. The researcher employed the questionnaire as the research instrument for collecting data in this study. The data collected was analyzed by using Statistical Package for Social Science (SPSS) version 21. The data collected was analyzed using descriptive statistics such as frequency distribution, percentages, mean and standard deviation. The findings revealed that the level of librarians' job performance in public university libraries in North-West, Nigeria was high on a scale of 4. Further details revealed that transactional leadership style and transformational leadership style are the leadership styles prevalent for the organizational practice in public university libraries in North-West, Nigeria, while laissez-faire is less practiced. The study concluded that varied indicators of leadership styles influence job performance of librarians in North-West Nigeria. However, the study recommended that A good leader should be demonstrating how to accomplish a task, correcting mistakes and preparing followers for advancement.

Keywords: leadership style, job performance, librarian's and university library

INTRODUCTION

The primary aim of all organization is to fulfil certain goals and accomplish the mission and vision established by that organization. The fulfilment of these goals lies in the contributions of the human resources in the organization, who are the employees. Employees in an organization play a significant role in accomplishing the goals and objectives through their level of job performance (Okolocha, Akam & Uchegara 2021). These authors further stated that no organization can succeed without the input of its employees. Hence, every institution needs an effective and efficient employee to accomplish organizational goals and objectives and this can be achieved through the performance of the employees on the job. It has become a common knowledge that the importance of employees in an organization cannot be over emphasised in that, they are the ones who drive the productivity of the organization. They are central to the performance of an organization and no organization will have the capacity to move forward without taking recognising a look at their input.

The concept of job performance describes how an employee meets set organizational goals through his or her abilities. This is because job performance is a major consideration in an organisation. The concept

of job performance further explains how an employee accomplishes different tasks assigned to his/her by their organisation (Ukangwa, Unuoha & Otuza 2020). This means it consists of work-related behaviours that can be considered at individual and organizational levels. This is because it plays an important role in the attainment of the success of both the employer and the employee in the organisation. According to Harikaran (2015), job performance is the net effect of a person's effort as modified by his or her abilities and role perceptions. This implies that job performance is the discharge of statutory duties based on workers' field of specialization which are geared towards the attainment of the institutional goals and objectives. The work effort that employees contribute on the job also refers to the amount of energy used in performing the task. In the context of the library job performance, this can mean the discharge of statutory duties or functions based on employee's field of specialization geared towards the attainment objectives and goals set in the library. Saka and Salman (2014) established that librarians' job performance involves the display of work-related behaviour which the institution recognises, accepts and because of its consequence to job and organizational objective.

Librarians provide a lot of services to the academic community which reflect on the kind of job they carry out. They perform jobs that are technical in nature such as cataloguing and classification, acquisition and user services such as referencing and response to users query. They also conduct educational services, selective dissemination of information to both students, teachers and general users of the library (Jerry & Ifeka 2020). Librarians, preserve intellectual contents by maintaining information in different formats. Other services that the librarian provide range from granting access to materials for physically impaired users to training them on how to use the digital materials in the library through soft skills. Librarians try to meet the social and educational needs of users in their respective community and drive community literacy campaign through information literacy programs. Therefore, for any library to provide effective and efficient services, the level of job performance of the employees who are librarians must be high.

According to the Librarians' Registration Council of Nigeria (2014) the performance of librarians can be viewed in terms of competencies and skills librarians should possess and demonstrate in discharging their duties. Librarian's competencies and skill will include practical skills, cognitive abilities and other general skills. The competencies and ability required are directed towards the job performed by the librarian. Therefore, the library as an organisation places emphasis on job performance in order to encourage effectiveness and efficiency to fulfil obligations and tasks in the library. Many organizations including libraries anticipate meeting their stated objectives through effective performance on the job (Victoria 2020). According to Nwokike (2018), the expectations of librarians' job performance are predicated on their work-related behaviours. A leader is a person who influences a group of people and helping them to achieve goals in the organization. He tries to communicate the organizational mandate to his subordinates and in communicating the goals of the organisation, the leader bears in mind that such goal has to be achievable, inspiring, measurable and shared. Therefore, a leader's ability to drive the employees in the organization towards accomplishing the goals of an organization is dependent on the style of leadership which is very critical to the overall success of the organization.

Leadership style is a leader's method of providing direction, implementing plans and motivating other employees. It determines the work-related behaviours of employees which results in effective job performance in the library. A good leadership style influences the followership to perform effectively to the point of contributing to organizational effectiveness and performing excellently. Bad leadership style also, could lead to poor job performance and consequently poor organizational effectiveness. In the context of the library, academic libraries also rely on quality leadership style to enable them carry out their job effectively. There are several leadership styles such as autocratic, democratic, transformational, transactional, *laissez-faire* and bureaucratic

leadership styles but this study will focus on transformational, transactional and laissez-faire leadership styles (Victoria 2020).

Transformational leadership style is a type of leadership that inspires positive changes to employees or those who follow in an organization. According to Kendra (2020) transformational leaders are energetic, enthusiastic, and passionate about their work as it relates to achieving success. The key profile of a transformational leader includes charismatic influence, inspirational motivation, intellectual stimulation, and individual consideration. A leader who is transformational, aligns the interests of the organization with the job profile of each member. Leaders who express transformational style of leading are known for moving and changing the landscape of an organization and communicating a clear vision of the future of the organization to employees by tapping into their highest ideals and motives. In the library, a transformational leader has the potential to inspire subordinates to do their best in providing services to users. They try to develop the skills of librarians with the main goal of advancing their intellectual ability. A leader who is transformational urges his subordinates or those who follow him to achieve more organizational goals than expected. According to Alqatawenah (2018), a transformational leader goes beyond his call of duties and leadership incentives to develop and encourage workers to be creative as well as to transform by integrating their own concerns into the business mission of the organization.

Transactional leadership style on the other hand, is a style of leadership that views the act of leading employees as series of transactions through the use of rewards for follower compliance and effort in order to achieve overall organizational goal. Eagly, Johannesen-Schmidt and Van-Engen (2017) established that, transactional leadership style describes a type of transaction that exists between the employer and the employee in an organization. In this style of leadership, it is noted that total obedience of employees is exchanged for pay they receive for their work. İşcan, Ersarı and Naktiyok (2017) are of the view that leadership who gives incentives such as pay, reward and punishment are the key profile of this kind of leadership style. Therefore, a transactional leader punishes employees for low performance while those who have performed exceptionally are rewarded. In the library however, a leader who demonstrates this kind of style of leadership will punish librarians who are not performing using different means and reward librarians who have performed. Therefore, the ability of librarians to receive pay and reward effectively will be dependent on their level of performance or productivity.

Finally, laissez-faire style of leadership describes leaders who allow employees to do their work independently. This kind of leadership allows employees to work on their own with little supervision and they are allowed to make their own decision in respect to their work. Laissez-faire leadership style describes leaders who allow their workers to work on their own and allows group members to solve problems their own way in difficult situations and believes that employees can do their work with little or no guidance from the leader. This kind of leadership style lets subordinates to appraise themselves and gives complete freedom to the followers to operate the way they choose. This kind of leadership style suggests that workers need minimal input from the leader and generally believes that it is best to leave followers alone to carry out their job independently (Northouse, 2021). Studies on leadership styles in Nigeria show that a range of leadership styles are being practiced.

Therefore, the kind of leadership style practiced in the library could influence the job performance of librarians. In the context of this study as has been stated earlier, the styles of leadership that will be considered to determine if they have a predicting influence on the job performance of librarians in the North-West are the transformational, transactional and laissez faire. This study is going to concentrate on only those academic librarians working in public universities in North-West,

Nigeria. North-West region of Nigeria is one of the six geo-political zones that make up the country, Nigeria. This region or geo-political zone is made up of seven states which are: Jigawa, Kaduna, Kano, Kastina, Kebbi, Sokoto and Zamfara states. In each of these states there are public universities established and owned by both the federal and state governments. The study will investigate the extent to which the leadership style was influence librarians 'job performance in public universities in North-West, Nigeria.

Statement of the Problem

The library is the nerve of every university because it is setup to provide resources and services needed to achieve approved programmes, the curriculum, teaching, learning, and research and community development. These libraries are operated by librarians who are also very important personnel of the university because they interface with student's staff and people of the university communities. Numerous literature described the attribute of librarians and found that several reasons have made them ineffective and efficient in the discharge of their duties. Of particular mention is influence of leadership styles on job performance (Nwokike & Unegbu, 2019; Veera, 2018; Gonain & Peter, 2017). In the academic libraries these elements disrupt the day to day engagement of librarians, when severed affects the library users negatively, thereby retarding effectiveness and efficiency. in the North-West region of Nigeria. Therefore, the goal of this study is to investigate the influence of leadership style on librarian's performance in the public libraries in North-West Nigeria.

Objective of the Study

The main objective of this study is to investigate the influence of leadership style on librarian's job performance in public universities in North-West Nigeria. The specific objectives are to:

1. determine the level of librarians' job performance in public universities in North- West, Nigeria;
2. find out the type of leadership styles prevalent among librarians in public university libraries in North West, Nigeria;

1.4 Research Questions

To achieve the identified objectives, the following research questions will be answered in the study:

1. what is the level of librarians' job performance in public university libraries in North-West, Nigeria?
2. what are the leadership styles prevalent among librarians in public university libraries in North-West, Nigeria?

METHODOLOGY

The survey research design was used in this study. The population for this study is 736. comprise all of the librarians in the 12 public universities (Federal and State) in North-West Nigeria. Available records on the population of librarians show that there are 736 librarians in all. The sample size for the study consists 259 librarian personnel derived from the 736 librarians in the public universities in North-West Nigeria. The sample size from the population is determined by using Taro Yamane (1967) formular. The researcher employed the questionnaire as the research instrument for collecting data in this study. The corrected copies of the questionnaire were administered to professional librarians in all the public university libraries slated for the study. The data collected was analyzed by using Statistical Package for Social Science (SPSS) version 21. The data collected was analyzed using descriptive statistics such as frequency distribution, percentages, mean and standard deviation.

DATA ANALYSIS, RESULTS AND DISCUSSION OF FINDINGS

Tables 1 - 2 provide answers to the research questions raised in the study.

Research Question One: What is the level of librarians’ job performance in public university libraries in North-West, Nigeria?

Research question one in Table 4.3 was analysed with frequency counts, percentage, mean and standard deviation statistics.

Table 1: Librarians’ job performance in public university libraries

Statements Please tick (✓) the option that best describes your level of job performance in the library. The level	Very High level (4)	High level (3)	Low level (2)	Very Low level (1)	Mean	Std.
Declarative knowledge					3.35	0.40
you work better when you have an interest in the task	118(45.6%)	126(48.6%)	15(5.8%)		3.40	0.60
you understand your responsibilities in the library	116(44.7%)	130(50.2%)	10(3.9%)	03(1.2%)	3.39	0.62
you are good at organizing information in the library	104(40.2%)	144(55.6%)	11(4.2%)		3.36	0.56
of control over the functionality of your unit in the library	103(39.8%)	137(52.9%)	18(16.9%)	01(0.4%)	3.32	0.62
you carry out your job task in the library	101(39.0%)	141(54.4%)	14(5.4%)	03(1.2%)	3.31	0.63
Motivation					3.29	0.48
you use automated library tools for a specific purpose	105(40.9%)	140(54.4%)	12(4.7%)		3.36	0.57
you try to use strategies that have worked in the past to solve library work challenges	102(39.5%)	128(49.5%)	28(10.6%)	01(0.4%)	3.28	0.67
you know how to use online public access catalogue	81(31.3%)	162(62.5%)	16(6.2%)		3.25	0.56
you work best when you know something about the library task	59(22.7%)	183(70.7%)	15(5.8%)	02(0.8%)	3.15	0.54
Procedural knowledge					3.26	0.37
you desire to serve the library's user community	136(52.6%)	112(43.2%)	11(4.2%)		3.48	0.58
you carry out tasks assigned in the library	123(47.5%)	118(45.5%)	17(6.6%)	01(0.4%)	3.40	0.63
you take pride in providing online reference services	109(42.1%)	131(50.5%)	16(6.2%)	03(1.2%)	3.34	0.65
you are happy with your work environment	93(35.9%)	130(50.2%)	29(11.2%)	07(2.7%)	3.19	0.74
you are motivated to attend library conferences	79(30.5%)	116(44.8%)	52(20.1%)	12(4.6%)	3.01	0.83
Librarians’ performance (Average Weighted Mean = 3.30)						

Source: Researcher’s Field Survey, 2022

Decision Rule: The decision rule states that: 1.0-1.49 = Very Low Level; 1.50-2.49 = Low Level; 2.50-3.49 = High Level; 3.50-4.0 = Very High Level. Criteria mean of 2.5 is calculated as follows: 4+3+2+1=10/4=2.5. The result of Table 1 showed that, the level of librarians’ job performance in public university libraries in North-West, Nigeria was high (Average Weighted Mean = 3.30), on a scale of 4. Job performance was

measured by three indicators (declarative knowledge, motivation and procedural knowledge). Additional details from the analysis depict that declarative knowledge ($\bar{x}=3.35$), motivation ($\bar{x}=3.29$) and procedural knowledge ($\bar{x}=3.26$) indicates high levels. The implication of this analysis is that the public university libraries in North-West, Nigeria performed highly in all areas of job indicators, most especially in the area of declarative knowledge. The high level of job performance of the library employees could be based on the reason that the public university libraries recorded high scores in areas such as showing interest in the task (3.58), display good information organization skills (3.36), utilize automated library tools for work (3.36), display strong desire to serve the library's user community (3.48) and carry out tasks assigned in the library (3.40). Hence, these areas should be sustained to sustain the job performance of the library personnel.

Research Question Two: What are the leadership styles prevalent among librarians in public university libraries in North-West, Nigeria?

Research question two was analysed with frequency counts, percentage, mean and standard deviation statistics. The results of the analysis are reported in Tables 2.

Table 2: Leadership styles prevalent among librarians in public university libraries

Please tick (✓) the option that best describes the leadership style prevalent in the library.	Strongly Agree (4)	Agree (3)	Disagree (2)	Strongly Disagree (1)	Mean	Std.
Transactional					3.28	0.50
Makes it clear to me what to expect if I do what is asked of me	116(46.1%)	113(44.8%)	23(9.1%)		3.37	0.65
Is alert to oversights	104(41.6%)	132(52.8%)	14(5.6%)		3.36	0.59
Recognizes my achievement	113(45.7%)	102(41.3%)	24(9.7%)	08(3.3%)	3.30	0.77
Assists based on hard work	94(37.9%)	130(52.4%)	20(8.1%)	04(1.6%)	3.27	0.68
Tells me what I need to do to be rewarded for my efforts	79(32.0%)	126(51.0%)	35(14.2%)	07(2.8%)	3.12	0.75
Transformational					3.23	0.52
Makes me proud to work with him/her	104(41.0%)	137(54.2%)	09(3.6%)	03(1.2%)	3.35	0.61
Shows extraordinary competence in whatever he/she undertakes	107(42.0%)	131(51.3%)	12(4.7%)	05(2.0%)	3.33	0.66
I have complete confidence in him/her.	82(31.7%)	157(60.6%)	18(6.9%)	02(0.8%)	3.23	0.60
In both words and actions he/she creates an image of expertise.	78(30.1%)	139(53.7%)	42(16.2%)		3.14	0.67
The head librarian is paradigm to me	79(30.5%)	135(52.1%)	43(16.6%)	02(0.8%)	3.12	0.70
Laissez-faire					2.39	0.83
Avoids getting involved when important issues arise.	48(19.4%)	85(34.5%)	63(25.5%)	51(20.6%)	2.53	1.03
Only act when things go wrong	48(19.0%)	80(31.6%)	73(28.8%)	52(20.6%)	2.49	1.02
It is only when problems become chronic, that s/he takes action	32(12.9%)	85(34.1%)	72(28.9%)	60(24.1%)	2.36	0.99
Absent on duty only comes when needed	36(14.5%)	80(32.1%)	63(25.3%)	70(28.1%)	2.33	1.04
Delays responding to librarians	36(14.2%)	61(24.1%)	85(33.6%)	71(28.1%)	2.25	1.02
Leadership styles (Average Weighted Mean = 2.97)						

Source: Researcher’s Field Survey, 2022

Decision Rule: The decision rule states that: 1.0-1.49 = Strongly Agree; 1.50-2.49 = Agreed; 2.50-3.49 = Disagree; 3.50-4.40 = Strongly Disagree. Criteria mean of 2.5 is calculated as follows: 4+3+2+1=10/4=2.5. The result of Table 2 showed that different leadership styles are practiced in public universities libraries in North-West, Nigeria (Average Weighted Mean = 2.97). The result further revealed that transactional leadership style ($\bar{x}=3.28$) and transformational leadership style ($\bar{x}=3.23$) are the leadership styles prevalent for the organizational practice in public university libraries in North-West, Nigeria, while laissez-faire ($\bar{x}=2.39$) is less practiced. This finding however, suggests the need for the public university libraries in the study area to address certain areas that could pose barriers to adoption of laissez-faire leadership style namely delays in responding to librarians (2.25), absence on duty (2.33), taking action during chronic issues (2.36)

and Only act when things go wrong (2.49). It is also clear from this result that transactional leadership style is more practiced in the public university libraries investigated than transformational and laissez-faire management styles.

Discussion of Findings

This study examined the study examined leadership style and librarian's job performance in public universities in North-West Nigeria. This section reports the findings of this study and discussed the findings in line with the previous studies. The research questions drawn for the study were intended at determining the influence of leadership style on librarian's job performance in public universities in North-West Nigeria.

Research Question One

Research question one sought to find out the level of librarians' job performance in public university libraries in North-West, Nigeria. The findings revealed that the level of librarians' job performance in public university libraries in North-West, Nigeria was high on a scale of 4. This finding supports Muda et al (2014) who stated that good job performance mirrors the ability to contribute through their works leading to the behavioral achievement that is in accordance with the goals of the company (university). In support of this finding, Sonnentag and Frese (2002) concluded that organizations or institutions need highly performing people to meet their goals, deliver the products and services they specialized in, and achieve their competitive advantage. This finding also corroborates Ishandar et al (2019) who found out that employees' performance is determined by job stress, motivation and communication factors. However, this present finding disagreed with Ndenje-Sichalwe (2011) who revealed that, the level of librarian services were rated as low, librarians were not sufficiently prepared and the nonappearance of particular spending plans apportioned to library.

Research Question Two

Research question two revealed that the result further revealed that transactional leadership style and transformational leadership style are the leadership styles prevalent for the organizational practice in public university libraries in North-West, Nigeria, while laissez-faire is less practiced. The findings is consistent with Tarsik, Kasim and Nastarudin (2014) who revealed that university librarians practice mostly practiced transformational leadership style. This was followed by the laissez-faire leadership style while the least practiced leadership style was the transactional leadership style. This finding is also in agreement with evidences from several other studies which corroborate University libraries adoption of democratic, transformational, transactional, bureaucratic and less laissez-faire leadership in recent times (Akor, 2015; Pihie et al, 2011). This means that adoption of different leadership styles has been evident in Nigeria tertiary institutions. The study also supports Robbins and Judge (2011) who reported that participatory leadership is needed to drive change to stimulate creativity in the employees. In a similar study carried out by Martin (2015) on academic librarians using ALA list serves to know their perceptions on the use of transformational, transactional, and laissez-faire leadership by their library leadership, there was an average to low use of transformational leadership in American academic libraries. The finding also agrees with Arokiasamy et al (2015) who carried out a study on correlation between cultural perceptions, leadership style and ICT Usage by School Principals in Malaysia where the perception of 520 school principals were sought. The study reported that the level of computer use was to a great extent determined by transformational leadership style. Furthermore, this study finding agrees with previous works by Cohen (2015) who carried out a study on principal leadership styles and teacher and principal attitudes, concerns and competencies regarding inclusion. The study examined 15 principals and 81 classroom teachers in the respective elementary schools in Israel. The study further established that there was a positive relationship between principals' rating of their leadership styles and the perceptions by the teachers in their school regarding such styles. The principals express a daily relationship with their teachers, sharing visions, assigning and delegating authority. The major effect of principal's change leadership on School Teachers' professional development in Tiwan also support the finding of this study. The study successfully invited 490 teachers from 41 elementary schools. There were 453 valid questionnaires returned which represented a 92.4% return rate. A comparison was done between Taiwan and Japan involving primary and secondary school teachers in Taiwan and Japan. The study

found out that leadership style is influenced by the external culture of an organization. Consequent upon the above finding, it is pertinent for management of university libraries in North-West Nigeria to sustain job performance of their library personnel.

Conclusion

The research was directed towards enhancing the level of job performance of librarians. The research established that varied indicators of leadership styles influence job performance of librarians in North-West Nigeria. The study found that the level of librarians' job performance in public university libraries in North-West, Nigeria was high on a scale of 4. The result revealed that leadership style has a significant influence on the librarians' job performance in the public universities in North-West, Nigeria.

Recommendations

Based on the findings of this study, the following recommendations were hereby proffered as the way forward:

1. Since the findings shows that the level of librarians' job performance in public university libraries in North-West, Nigeria was high, appraising the staff performance will ensure that the factors that makes for job satisfaction are still in place before making a decision on whether a librarian is performing well or bad and take responsibility for management induced inefficiency.
2. A good leader should be demonstrating how to accomplish a task, correcting mistakes and preparing followers for advancement.

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