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Management Leadership Style and Library Staff Performance in Academic Libraries in Cross River State, Nigeria

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Abstract

This study was carried out to examine the “influence of management leadership style on library staff productivity in tertiary institutions in Cross River State, Nigeria”. To achieve the purpose of the study, two research questions and two hypotheses were formulated to guide the study. The literature review was carried out based on the variables under study. The study adopted a survey research design with a total sample of three hundred and eighty-two (382) library staff. The reliability of the instrument was determined using Cronbach Alpha reliability method which yielded a coefficient ranging from 74–86. A 57-item questionnaire instrument titled Administrative Strategies and Library Staff Productivity Questionnaire (ASLSPQ) was used for data collection. Simple regression and multiple regression analysis were the statistical techniques used to test the hypotheses under study. The hypotheses were tested at .05 level of significance with a relative degree of freedom. The results of the analysis revealed that the productivity of library staff is significantly low and that management leadership style has a significant influence on library staff productivity in the study area. The result further revealed that there was a significant influence of involvement in decision making on library staff productivity. Based on the result it was recommended among others that an appropriate leadership style should be practiced by leaders in the tertiary institution libraries to enhance productivity.
Keywords: Management, leadership style, decision making, organisation, staff productivity, library staff, library managers.

INTRODUCTION

Organizations lay down the fundamental framework of an organisation, within which the management of the organization functions. Management on the other hand is the act of managing people and their work, to achieve a common goal by using the organisation's resources. It creates an environment under which the manager and his subordinates can work together for the attainment of group objectives. The fact that the university library is an organized institution set up with the outlined objective that needs to be achieved cannot be over-emphasized. It is the responsibility of the administration/management to see to the successful attainment of the objectives in the library. Thus, Ugah (2008) affirmed that it is the responsibility of the library administration/management to discover the inherent potentials in each library staff and apply all needed strategies to ensure that these potentials are properly harnessed.

Leadership style refers to the way leaders behave towards or treat the individuals they are leading to achieve objectives (Ehrhart, 2004). Leadership styles can vary from a very classical autocratic approach to a very creative and participative approach (Mosadeghrad & Yarmohammadian, 2006). Leadership therefore can be explained as the skill or ability to steer people positively or negatively towards the actualization or

achievement of set goals and objectives. The Business Dictionary (2016) defines leadership as a term that involves outlining a definite vision and selling the vision to team members with information, knowledge, skills and methods to actualize the vision. Furthermore, Business News Daily (2016) opined that effective leadership implies that the leader can provide the vision and necessary motivation to a group of people or a team to ensure that they work together toward the same goal. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organisation success. It is based on this background that the study sought to explore management leadership style and library staff performance in academic libraries in Cross River State, Nigeria.

Purpose of the study

The main purpose of the study was to examine management leadership style and library staff performance in academic libraries in Cross River State, Nigeria. Specifically, the study sought to:

1. Investigate the extent to which management leadership styles predict library staff performance
2. Examine the extent to which staff involvement in decision-making predicts their productivity

Research questions

The following research questions were raised

1. To what extent do management leadership styles predict staff productivity?
2. To what extent does staff involvement in decision-making predict their productivity?

Statement of hypotheses

1. Management leadership styles do not significantly predict library staff productivity
2. Staff involvement in decision-making does not significantly predict their productivity

LITERATURE REVIEW

Management leadership styles and library staff productivity

Leadership style is an issue of concern in organizations. Leadership style in any establishment (including library and information centres) can influence the behaviour of employees in that organisation. Leadership style can play an important role in determining the library staff job satisfaction and productivity. Ogbah (2013) defined leadership as how the leader executes and motivates his subordinates towards accomplishing the organisational goals. Similarly, Segun-Adeniran (2015) explained that leadership is the ability to convince and persuade others to act based on greater knowledge or competence.

Anyango (2015) carried out a study on the effects of leadership styles on employee performance at Boa Kenya Limited. The study aimed to assess the effect of leadership styles on employees' performance at Bank of Africa, Kenya. The main objective of this study was to investigate the effect of different leadership styles (transformational, transactional, autocratic, and laissez-faire leadership styles) on employees' performance of employees. A cross-section descriptive survey research strategy was adopted in which 80 usable structured questionnaires were collected from 300 questionnaires distributed. The leadership styles were measured through the Multifactor Leadership Questionnaire developed by Avolio and Bass (1995), modified to fit the context of the study. Employee performance was measured by the scale of Yousef (2000). Descriptive and inferential statistical techniques were used for data analysis. In inferential statistics, Pearson's correlation and regression analysis were used to assess both relationships and effects as per the hypotheses of the study. The findings show that the transformational leadership style is the most exhibited style at the bank followed by the transactional leadership style and laissez-faire. Employee performance is above average. Overall, scores in transformational leadership style were found to be strongly correlated with both measures of employee performance and overall performance except for the intellectual simulation dimension, which had an insignificant positive correlation with the quality of performance. Transactional leadership style was found to be positively correlated with both measures of employee performance as well as overall performance. However, contingent rewards had a negative but insignificant correlation with performance while management by exception had insignificant positive correlations. Authoritative leadership style had an insignificant relationship while laissez-faire style had

an insignificant positive correlation. The results suggest that supervisors in organizations need to use a lot of transformational leadership behaviors or rather embrace transformational leadership style, but not laissez-faire leadership. From the results, transformational leadership could have greater effects on employee productivity and performance quality. It is recommended therefore that Transformational and transactional leadership are the most effective leadership styles.

Basit, Sebastian and Hassan (2017) surveyed the impact of leadership style on employee performance (a case study of a private organization in Malaysia). The purpose of this study is to identify the impact of leadership style on employee performance. A sample size of 100 was used from one private organization in Selangor, Malaysia using a convenience sampling technique. The study used quantitative approaches, and a questionnaire was designed. A five-point Likert scale questionnaire was used to determine the impact of leadership style on employee performance. SPSS software was used in analysing the questionnaires. Demographic analysis, normality test, reliability test (Cronbach's Alpha), descriptive analysis and regression analysis were presented. Descriptive statistics show that the most significant value associated with employee performance is the democratic leadership style followed by laissez-faire leadership style and autocratic leadership style. Democratic leadership style has the highest mean value corresponding to 3.784 and standard deviation value of 0.8124, laissez-faire leadership style scores the second highest mean value corresponding to 3.416 and standard deviation value of 0.5858, and autocratic leadership style has the lowest mean value corresponding to 3.404 and standard deviation value of 0.7330 indicating that autocratic leadership style is poorly correlated with employee performance. Regression coefficient analysis shows that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance. The autocratic leadership style beta coefficient value is -0.168 with a significant value of 0.025 which is higher than 0.01, hence autocratic leadership is found to have a negative significant impact on employee performance.

Yahaya, Osman, Mohammed, Gibrilla, and Issah (2014) carried out a study to assess the effects of leadership styles on staff productivity in Tamale. Polytechnic, Ghana. The study sought to identify the types of leadership styles exhibited by management, the impact of leadership styles on staff performance and staff perception of leadership styles. The study adopted a descriptive survey of non-experimental research design to investigate the effects of leadership styles on the performance of staff of the Polytechnic. The study relied on simple random and purposive sampling techniques in selecting a total of 120 respondents for the study. It was revealed from the study that the leadership of the Polytechnic predominantly exhibited autocratic and democratic (participative) leadership characteristics. The study also revealed that leaders who exhibited democratic (participative), people-oriented, or transformational leadership characteristics for that matter, enhanced staff productivity. It was concluded that leadership of the Polytechnic was either autocratic or democratic in its leadership approach. It was, therefore, recommended that autocratic leadership characteristics exhibited by management must give way to a more participatory or democratic style of leadership to encourage a more liberal approach in dealing with some of the challenges associated with the autocratic approach in managing people, especially in an institution of teaching and learning.

Scott (2016) conducted a study on leadership and performance: A South African public sector case study. The purpose of this study was to explore the possible effect leadership has on organisational performance at the environmental programmes (EP) Branch, coupled with an investigation into the challenges faced by the organisation, whilst simultaneously aiming to find ideas to suggest how performance could be improved. Furthermore, the study attempts to identify a desired leadership style for improved performance at the EP Branch.

A case study design and a methodology that include a descriptive survey, a desktop review, and interviews to collect primary and secondary data are employed to do the fieldwork. The methods used include a self-administered questionnaire, desk study of internal documents, and informal one-on-one meetings, used under each of the methodologies employed. The desk review and interviews are used to collect secondary data that is held by the organisation, whilst the questionnaire is used to collect primary data by testing the knowledge and perceptions held by the research participants. A total of 19 out of the sample population of 22 senior managers participated in the survey. The responses to closed-ended questions on the survey questionnaire are

analysed by using Statistica 13, computer software used by Stellenbosch University's online survey services. The findings of the study show that leadership style does affect organisational performance. However, the findings showed that challenges faced by the organisation can influence the performance capacity of the organisation. Furthermore, the context in which the organisation functions and in which the leader leads can also impact on the organisation's overall performance. Lastly, the findings show that participative leadership as well as a combination of different leadership styles were mostly demonstrated at the EP Branch. These styles were found to be conducive to organisational performance.

Akor (2014) surveyed the influence of autocratic leadership style on the performance of academic librarians in higher institutions using a total population of 87 librarians. Two sets of data collection instruments which include: the Autocratic Leadership Style Questionnaire (ALSQ) and the Job Performance of Academic Librarians Questionnaire (JPALQ) were used. The findings revealed that the librarian manager in Benue state adopted more of a democratic leadership style, followed by a bureaucratic leadership style, then laissez-faire leadership and lastly autocratic leadership style. The result showed that the level of performance of academic librarians was low due to the leadership style adopted by the librarian and this led to staff low productivity.

Similarly, Arumuru (2019) carried out a study on leadership style and Librarians' attitude to work in Delta State university library, Abraka. Three research questions were asked. The design adopted for the study was descriptive survey research with a population of 43 respondents. The findings of the study revealed that the leadership styles adopted by university librarians are democratic and laissez-faire leadership style. The result showed that leadership style has a significant influence on library staff productivity.

Diario (2014) opined that leadership is the act of influencing others to direct their determination, abilities and efforts to the achievement of organisational goal. Leadership is vital in any organisation. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organisational success. Leadership requires being strategically focused and applying behavioural techniques to build commitment and attain the best productivity from employees (Chowdhury, 2014). A leader is a person who takes the central roles in interactions and who influences the behavior of other members of a group. Fatokun, Salaam and Ajegbomogun (2010) maintained that a leader is an individual who has authority over others and is responsible for guiding their actions.

Akor and Saka (2010) carried out a study on the influence of university librarian's leadership qualities and the productivity of professional librarians in Niger state and found out that the quality of leadership determine the quality of productivity in a library. The study also agreed with study of Yaya, Uzohue and Akintoyo (2016), as they observed that in an organisation like libraries, the success and failure is mostly determined by staff which is greatly influenced by leadership styles that are adopted by the leader. Ogba (2013) also conducted a study on the leadership style and commitment of workers in some academic libraries in Delta state. The study revealed that the autocratic leadership style was mostly used and it was perceived to be the cause of low productivity. Thus, it is believed that leadership style has a direct cause-and-effect relationship upon organisation and their success. Hence, Ogbah (2013) argued that library leaders directly affect everything from patron experience to successfully executing stated missions, including resource allocation, services offered and collection development strategies. In a similar study, Germano (2010) also agreed that the influence of leaders and their effectiveness in moving people to a common vision can directly shape the library's employees, its resources, how patrons use or interact with them and whether or not that experience is beneficial.

Segun-Adeniran (2015) in her study on leadership style and the performance of library staff in universities in Nigeria considered five leadership styles and observed that there is no one fit-all-situation leadership style. Her findings revealed that leadership styles could affect the performance of library staff but it was not the only determinant of productivity. In another study, Desai (2017) conducted research on the impact of leadership styles, emotional intelligence of leaders and organisational culture. The result of the findings showed that leadership style influenced organisational performance and productivity.

Awan and Mahmood (2010) carried out a study on leadership style, organisational culture and job commitment in university libraries of Pakistan. A structured questionnaire was developed and administered to 115 professional librarians. The findings revealed that the library professionals were not very sensitive about

any relationship among these three variables at their workplace. Hence, leadership style can be described as the pattern or method applied by the leader in any organisation in the process of achieving organisational objectives. It is pertinent to note that different leadership styles exist for varying situations, but all are focused towards achieving organisational goals. Consequently, leaders need to apply the appropriate style when dealing with subordinates to ensure smooth running of the organisation and high productivity. Segun-Adeniran (2015), Obiwuru, Okwu, Akpa and Nwankwere (2011) argued that the leadership styles employed by leaders determine the level of effectiveness in organizations, and the job productivity of their employees. Dairo (2013) reiterated that research showed that high level of problems experienced in the organisation are employee-related issues and that good leadership always profits the organisation in the long run.

Similarly, Akinyemi and Ifijeh (2013) carried out a study on the leadership style and job commitment of library personnel in universities in Southwest Nigeria. A survey design was adopted for the study and a questionnaire instrument was used for data collection. The data was analysed and the result of the study showed that leadership style had a significant relationship with the job commitment of library personnel. In a similar study, Cheung (2013) pointed out that the kind of support the employees receive from their leaders has great effects on their behaviour. A study was conducted by Rizi, Azadi, Farsani and Aroufzad (2013) on the relationship between leadership styles and job satisfaction among workers, revealed a significant positive correlation between leadership styles and job satisfaction and the findings showed that the overall leadership styles have a significant role in job satisfaction of employees. Consequently, the attitude of any leader towards his subordinates is very important to achieve high level of productivity (Segun-Adeniran, 2015). Azhar (2013) notes that the act of seeing members of the workforce in the library as a team will without doubt lead to improvements in the productivity level of library staff.

Segun-Adeniran (2015) cautioned that an appropriate leadership style should be practiced by leaders in the university libraries so that high-level productivity can be attained. Some of these leadership styles include autocratic leadership style, democratic leadership style, laissez-affaire leadership style, transactional leadership style, transformational leadership style and situational leadership style. Autocratic Leadership styles are usually practiced by authoritative leaders. This kind of leadership style is highly non-participative, that is little or no input or feedback is required from other members of the organisation. The democratic leadership style is a direct opposite of the autocratic leadership style; it allows for contributions and inputs from employees in the organisation thereby allowing for creativity and innovation in their routine operations (Johnson, 2015). This kind of leadership style gives employees a high sense of belonging thereby getting the best inputs from them. The transactional leadership style usually gives the employees or subordinates rewards or

Punishments for tasks carried out. Transformational leaders set an example for their followers and ensure dramatic changes within the organisation. The leader influences the employees through motivation and creating demanding but yet challenging opportunities for individuals in the organisation to add their quality input in order to achieve set objectives. This kind of leadership clearly outlines goals and objectives to be achieved and positively drives subordinates to its achievement. While 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' Segun-Adeniran (2015).

Gonsim and Peter (2017) in their study on effective characteristics and behaviour in Saudi Arabia found out that effective leaders were identified through their skills, knowledge, behaviours and attitudes. In the same vein, Yusuf, Kadir and Mahfar (2014) carried out a study on the relationship between emotions and leadership and found that emotional intelligence was an important ingredient for successful leadership as it gives the leaders the ability to manage the team with wisdom, solve problems properly and reduce stress in followership. Similarly, Ahamad, Mohammed and Abdulmanaf (2017) in their study of 576 public servants from Malaysia public sector, observed that it was important for leaders to continuously assess and adjust their leadership styles and behaviour to keep being effective leaders.

Similarly, Silverthone and Wang (2010) in their article on situational leadership style as a predictor of success and productivity among Taiwanese business organisations, showed that the type of leadership style used by leaders in any organisation can make or mar business. In the same vein, Ahmad, Majid and Zin (2015)

carried out research on the effectiveness of leadership styles for organisational commitment in Pakistan. The study examined the impact of leadership styles on the job commitment of 200 academic staff in Pakistan. The result showed that both transformational and transactional leadership styles had a significant impact on job commitment. However, the transformational leadership style was found to have a greater impact on job commitment than the transactional leadership style.

Adeleye (2015) studied effective leadership in private universities and observed that it is important to have appropriate leadership in every area to have the right results and achieve goals. Various literature reviewed on leadership revealed that leadership style in any organization, particularly, the library determined the productivity of the staff.

Staff involvement in decision-making and library staff productivity

In every organizations, employees are happy if they are consulted before certain decisions are reached, they feel carried along when they are made to participate in the activities of the organizations. Employee involvement in decision-making, sometimes referred to as Participative Decision Making (PDM) is concerned with shared decision-making in work situations (Mitchell in Kuye & Sulaimon, 2011). Participation has been defined as a process that allows employees to exert some influence over their work and the conditions under which they work. Similarly, Bhuiyan (2010) described participation as a mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them. Talib and Rahman (2010) state that participative decision-making is the degree to which employers encourage or allow their employees to be involved in organisational decision-making.

Studies have shown that participative decision-making is a crucial element in improving job satisfaction and productivity in organisations (Kim, 2002; Han, Chiang & Chang, 2011). Alsughajir (2016) argued that employee participation plays a key role in the effective implementation of management strategies and employee job satisfaction. Several studies have shown that allowing employees to participate in decision making leads to increase in motivation, job performance and organisational growth (Gollan & Wilkinson, 2007; Kim, McDuffie & Pil, 2010; Bhuiyan, 2010). However, many studies also have conflicting views on whether or not an increase in employee participation directly affects organisational performance. Some critics such as Sashkin in Ojokuku and Sajuyigbe (2014) argued that participation is not only effective but that it is used by management as an ethical imperative. Locke and Schweiger in Ojokuku and Sajuyigbe (2014) also believe that workers participation is merely a managerial technique that can be used effectively in certain situation.

Kuye and Sulaimon (2011) carried out a study on the relationship between employee involvement in decision-making and firms performance in the manufacturing sector in Nigeria. A cross-sectional survey design was employed. Data were generated using a questionnaire to 670 manufacturing firms using Lagos state as the sample size. Data was analysed using descriptive statistics, product-moment correlation, regression analysis and z-test. The result of the study showed a statistically significant relationship between employee involvement in decision-making and a firm's performance as well as revealed a significant difference between the performance of firms whose employee involvement in decision making are deep and the performance of firms whose employee involvement in decision making are shallow.

Similarly, Alsughajir (2016) conducted a study on the influence of employee participation in decision making on firm performance in Saudi Arabia's manufacturing sector. Data were collected through pre-validated questionnaire which were e-mailed to 341 manufacturing firms and data was analysed using product moment correlation, regression analysis and z-test (approximated by the independent sample t-test). The findings of the study showed a significant positive relationship exist between participative decision making and firm performance. The result showed that the higher the level of employee participation in decision making, the higher the level of firm performance.

Kamau and Chege (2016) conducted a study to examine employee participation in decision making influencing organisational commitment at Savannah Cement Limited. The study adopted a descriptive survey design. The population consisted of 302 employees. A sample of 30 employees was drawn from the population using a stratified random sampling technique. A questionnaire instrument was used to collect primary data. Data

collected was analysed using regression analysis. The findings revealed that consultative management had the highest influence on organisational commitment with a coefficient of 0.488 followed by group discussions with a coefficient of 0.384, suggestion programs had a coefficient of 0.269 and briefing groups with a coefficient of 0.221.

In another study carried out by Ojokuku and Sajuyigbe (2014) on the effect of employee participation in decision making on performance of selected small and medium scale enterprises in Lagos, Nigeria. The study was based on a questionnaire survey of 129 employees and 27 owner/managers of 27 randomly selected SMEs with the aid of a questionnaire instrument. The data generated were statistically analysed using descriptive and inferential statistical tools, the findings showed that overall employee participation in decision making had significant positive impact on organisational performance.

Akuoko, Dwumah and Ansong (2012) carried out a study on employee involvement in decision making and worker performance in selected organisations in Ashanti Region of Ghana. Four (4) organisations were selected by simple random sampling technique. They were stratified into two (2) production and two (2) service organisations. The population consisted of all employees in the selected organisations. A total of 500 sample was drawn from the population and with the help of a questionnaire instrument, data was collected. Data was analysed using both descriptive and inferential statistics. The findings revealed that employee involvement in decision making impacted positively on workers' commitment and performance.

Similarly, Oyebamiji (2018) conducted a study on the influence of employee participation in decision making on organisation performance with particular reference to Ladoke Akintola University of Technology (LAUTECH) teaching hospital, Ogbomoso, Oyo State, Nigeria. A descriptive survey design was adopted for this study. Purposive random sampling technique was used to select Ladoke Akintola University of Technology, Teaching Hospital, Ogbomoso, Oyo State, Nigeria while simple random sampling method was used to select two hundred and five (205) respondents. The instrument for data collection as a structured questionnaire and the data was analysed using frequency, percentage, means, standard deviation and linear regression analysis. The result revealed that both direct participation and representative participation have positive and significant impact on organisational performance. The findings showed that the level of employee participation in decision making in LAUTECH Teaching Hospital, Ogbomoso is very low due to unwillingness of management to share decision making with the employees.

Ugwu, Okoroji and Chukwu (2018) carried out a study to investigate the extent of the relationship between participative decision making and employee performance in selected hotels in Owerri, Imo state. The study adopted a descriptive survey design. The population of the study comprised of 92 supervisors and managers of the five (5) hotels selected in Owerri. To collect data, a questionnaire instrument was adopted. The data was analysed using Pearson Product Moment Coefficient. The findings revealed that there is a positive relationship between leaders behaviour and employee commitment in the selected hotels in Owerri, Imo State.

Noah in Kuye and Sulaimon (2011) posited that employee involvement in decision making is considered as a tool for inducing motivation in the workers leading to positive work attitude and high productivity. They maintained that there is a significant relationship between frequency of employee consultations and organisational commitment. Menderson in Kamau and Chege (2016) opined that this involvement gives employees proper recognition and increases job satisfaction. Thus, Robbins (2014) maintained that bringing employees on board when making decision about the organisation's future helps strengthen the existing relationship between them and the leadership.

Several studies have shown that employee involvement in decision making leads to an increase in motivation, job performance and productivity (Kim, McDuffie & Phil, 2010; Bhuiyan in Ojokuku & Sajuyigbe, 2014). Involving employees in the organisation's decision-making process enables leaders to bring transparency to the workplace. Affirming this view, Febriansyah (2010) suggested that allocating decision making to entire work group produces higher acceptance of decisions and a higher chance that the decisions will be implemented efficiently given that everybody is involved in the decision making process.

Again, Omar in Kamau and Chege (2016) in a study conducted at the Unilever manufacturing company on the influence of suggestive system on employee performance in the manufacturing sector revealed that

suggestive systems has a high influence on employee performance. The findings of the study further revealed that an all round suggestive system is more effective in influencing employee performance and contributions to positive indicators as increased commitments, loyalty, innovations creativity, quality, motivation and reduced complaints, stress, grievances and conflict. In another development, the findings of Khattak, Igbal and Bashir in Ojokuku and Sajuyigbe (2014) also indicated that employee involvement and participation at work has significant positive effect on job satisfaction leading to improved organisation performance and productivity.

Methodology

The research design adopted for this study is survey research design with a total population of 382 library staff cutting across all the tertiary institutions in Cross River State. They include: the University of Calabar (Unical) library, Cross River University of Technology (CRUTECH) library, Institute of Management and Technology, Ugep library, College of Health Technology Calabar library, College of Education, Akamkpa library and Federal College of Education, Obudu library. There was no sampling technique used here because the population was manageable enough for the researcher to use. The researchers developed a questionnaire instrument which was used for data collection. A four point Likert scale type questionnaire seeking information on the dependent and the independent variables of the study was used. The respondents were asked to choose from Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD). Data collected was analyzed using multiple regression analysis and one way Analysis of Variance ANOVA.

Presentation of results:

Hypothesis one

There is no significant influence of leadership style on library staff productivity. The independent variable is leadership style with three sub variables such as democratic, autocratic and lassie faire style of leadership while the dependent variable is staff productivity measured continuously. To test this hypothesis, multiple regression was used and the result as presented in Table 5 showed that the correlation coefficient of the variable is .461 which implied that there is a strong positive relationship between leadership styles and staff productivity. More so, the result showed that $Adj R^2 = .206$ which implies that the variation in the dependent variable (staff productivity) can be accounted for by 20.6% contribution of librarian leadership style. Even though the percentage contribution is small, a cursory look at the table also showed an analysis of variance (ANOVA) result of ($F=32.297, p<.05$). Since $p (.000)$ is less than $p (.05)$, this implies that administrator’s leadership style significantly influence library staff productivity. Hence the null hypothesis is rejected. More so, to ascertain the individual contribution of the variables, the result showed that democratic style of leadership is the highest contributor ($\beta=.314, p<.05$) followed by autocratic style ($\beta=.263, p<.05$) and then, lassie faire style of leadership ($\beta= -.195, p<.05$)

Table 1
Multiple regression analysis of the influence of leadership styles on staff productivity

Source of variation	Sum of Squares	df	Mean Square	F-value	p-value
Regression	3481.069	3	1160.356	32.297	.000
Residual	12898.063	359	35.928		
Total	16379.132	362			

Model	B	Std. Error	Beta	t-value	p-value
(Constant)	11.786	1.882		6.264	.000
Autocratic style	.711	.176	.263	4.045	.000
Democratic Style	.730	.153	.314	4.771	.000
Lassie faire style	-.285	.123	-.135	-2.325	.021

$R=.461; R^2= .213; Adj R^2= .206, Std error of estimate =6.044$

Hypothesis two

This research hypothesis stated that there is no significant influence of the involvement of staff in decision making on library staff productivity. The independent variable of this hypothesis was decision making while the

dependent variable was library staff productivity. Simple regression statistics was used in testing the hypothesis and the results are presented in Table 8. The simple regression analysis in table 8 on the influence of involvement of staff in decision making in predicting library staff productivity produced an adjusted R^2 of .009. This implies that .9 percent of the variance of the involvement of staff in decision making can be predicted from library staff productivity. The F-value value of 4.296 of the Analysis of Variance (ANOVA) obtained from the regression table with a p-value .039 with 1 and 360 degrees of freedom at .05 level of significance showed that the null hypothesis was rejected. This result therefore signifies that the involvement of staff in decision making significantly influences library staff productivity.

Table 2

Simple regression analysis of the influence of involvement of staff in decision-making on library staff productivity

Model	Sum of squares	DF	Mean Square	F -value	p-value
Regression	73.464	1	73.464	4.296*	.039
Residual	6156.050	360	17.100		
Total	6229.514	36			

Model	B	Std. Error	Beta		
(Constant)	27.386	1.688		16.228	.000
Decision making	.175	.085	.109	2.073	.039

$R=.109$; $R^2=.012$; $Adj R^2=.009$, Std error of estimate = 4.13523

Discussion of findings

Leadership style and library staff productivity

This research hypothesis which addresses the influence of leadership style on library staff productivity revealed that there was a significant influence of leadership style on library staff productivity. This result agrees with Ogbah (2013) who noted that leadership style plays an important role in determining the library staff job satisfaction and productivity, stressing that effective leadership style encompasses the manner in which the leader executes and motivates his subordinates towards accomplishing the organisational goals. Leadership is the ability to convince and persuade others to act on the basis of greater knowledge or competence which ultimately leads to effective and efficient library staff productivity.

Leadership style is the way leaders behave towards or treat the individuals they are leading to achieve organizational objective. This style refers to the skill or ability a leader uses to steer people positively or negatively towards the actualization or achievement of set goals and objectives. This result is also in tandem with Diaro (2014) who reports that effective leadership style involves outlining a definite vision, selling the vision to team members with information, knowledge, skills and methods to actualize the vision, stressing that effective leadership implies that the leader is being able to provide the vision and necessary motivation to a group of people or a team in order to ensure that they work together toward the same goal. It involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organizational success. Leaders who exhibit democratic, people-oriented or transformational leadership characteristics enhance library staff productivity. Leadership in the library is essentially the act of influencing others to direct their determination, abilities and efforts to the achievement of library goals.

A leader in the library is a person who takes the central roles in interactions and who influences the behavior of other members of the library, or an individual who has authority over others and is responsible for

guiding their actions for effective productivity of library staff. The result also agrees with Segun-Adeniran (2015) who reported that it is important for leaders to apply the appropriate style when dealing with subordinates to ensure smooth running of the organisation and high productivity, stressing that the leadership styles employed by leaders determine the level of effectiveness in organizations, and the job productivity of their employees. Every effective leader allows for contributions and inputs from employees in the organisation thereby allowing for creativity and innovation in their routine operations in the organization. This kind of leadership style gives employees a high sense of belonging thereby getting the best inputs from staff which ultimately improve staff productivity.

Involvement in decision making and library staff productivity

This research hypothesis which addresses the influence of involvement in decision making on library staff productivity revealed that there was a significant influence of involvement in decision making on library staff productivity. This result supports Mitchell in Kuye & Sulaimon (2011) who report that employee involvement in decision making, otherwise referred to as Participative Decision Making (PDM) is concerned with shared decision making in the work situations, stressing that employee involvement in decision making allows employees to exert some influence over their work and the conditions under which they work. Employee participation plays a key role in effective implementation of management strategies and employee job satisfaction.

The result also agrees with Bhuiyan (2010) who noted that participation as a mental and emotional involvement of people in group situations that encourages them to contribute to group goals and share responsibility for them, stressing that this involvement gives employees proper recognition and increases job satisfaction. Participative decision making is the degree to which employers encourage or allow their employees to be involved in organisational decision making. Bringing employees on board when making decision about the organisation's future helps strengthens the existing relationship between them and the leadership. Employee involvement in decision making leads to increase in motivation, job performance and productivity. Involving employees in the organisation's decision making process will bring about high performance in staff which will cause high productivity.

Conclusion

Based on the result of the analysis of the data collected for the study, it was concluded that both management leadership style and involvement in decision making of library staff had a significant influence on library staff productivity. This means that the kind of leadership style by management, will determine to a large extent the kind of performance that the staff will give. This also mean that if the staff are carried along in matters that affects the organization, then it will give them a sense of belonging and this will make them perform better and when that is done, it's improves productivity.

Recommendation

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

- i. That library management should be transactional in the choice of their leadership styles so as to enhance staff productivity
- ii. The best promotional strategies should be used with staff to induce more commitment to work
- iii. The librarian should ensure that staff are involved in the decision making of the organization so as to give them a sense of belonging and enhance their commitment to delivering the goals of the library

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