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LEADERSHIP STYLES AS CORRELATE OF JOB PERFORMANCE IN ACADEMIC LIBRARIES IN DELTA STATE, NIGERIA

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ABSTRACT

The level of managerial input from the leadership of any organisation could directly translate into the library employees' performance. The paper examined the role of leadership style on the performance of academic library staff in Delta State. Five academic libraries (polytechnic, college and university) were purposively selected using a sample size of 94 which was randomly drawn. A combination of the Oates leadership measurement and *MLQ 5X* scales were adapted to draw inferences on the leadership tendencies of the librarians. A criterion mean of 2.5 was set for job performance, while the instrument was found to be reliable using *Cronbach alpha* ($\alpha = 0.78$). Results indicated that, the co-ordinating heads of these libraries exhibited various leadership traits with some in minute quantum, however; in a decreasing order of influence and magnitude, the most dominant and overwhelming leadership styles were democratic, transformational, autocratic and laissez-faire having a large extent of mean positive influence (\pm SD) of 2.80 (\pm 0.13), 2.60 (\pm 0.28), 2.0 (\pm 0.17) and 1.80 (\pm 0.28) respectively. There was also a low positive ($r = 0.248$) and significant relationship ($P \leq 0.05$, 95% C.I.) between leadership style and job performance. The effectiveness of academic libraries could be dependent on the managerial expertise of the head librarians as deduced from this study; thus, it was recommended that, on a regular basis, librarians should have leadership trainings.

KEYWORDS: Leadership style, Job performance, Academic libraries, Delta State

INTRODUCTION

Academic libraries represent a large percentage of core information providers in tertiary institutions. Notably, the use of library is vitally in the teaching and learning process. The academic library as Yusuf and Iwu (2010) puts it, is the nerve centre around which scholarship revolves. It is an indispensable instrument for intellectual development, being a store house of information to which user (students as well as lecturers) may turn to for accessing information. The performance of the library is vital to learning and research activities. The academic library is an organised formal institution and therefore has a laid down leadership pattern usually headed by the head librarian (polytechnic, university or college librarian). The performance of the library is determined by the management which is expressed in the leadership potentials of the librarians (Manion, 2005). Leadership is about listening to people, supporting and encouraging them and involving them in the decision-making and problem-solving processing. It is about building teams and developing their ability to make skilful decisions. A leader is a person who takes the central roles in interactions and who influences the behaviour of other members of the group. He is an individual who has authority over others and is responsible for guiding their actions. He/she is a person engaged in the traditional management practices, such as planning, organizing, decision-making, and controlling, and whose performance is almost often measured by their ability to achieve the goals and objectives of the organization (Fatokun, Salaam & Ajegbomogun, 2010).

Michael (2010) pointed out that current leadership theories described leaders based on traits or how the influence and power are used to achieve objectives of the organization. He stated that when using trait-based

descriptions, leaders may be classified as autocratic, democratic, bureaucratic, charismatic or laissez-faire. But when leadership is viewed from the perspective of the exchange of power and its utilization to secure outcomes, leaders are situational, transactional or transformational. Thus there are several leadership styles based on the criteria used to ascertain its traits. Obiwuru, Okwu, Akpa and Nwankwere (2011) posited that the ability of management to execute collaborated efforts depend on their leadership capability. Hence, an effective leader does not only inspire subordinates' critical potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals (Lee & Chuang, 2011).

The attitude of any leader towards the members of his team is very important in the achievement of high level of productivity in assigned job. The leadership style being implemented in a library by the leaders is displayed in the character of the leader; that is, overtime the leadership style rubs off on the attitude of the leader towards his subordinates. It is also pertinent to note that, the act of seeing members of the workforce in the academic library as a team will without doubt lead to improvements in the job performance of staff of the library, this is because no gaps or loop holes will be allowed, everyone will work visibly in a synergy to ensure high level clientele satisfaction which in the library context is indeed productivity (Segun-Adeniran, 2015). There is thus a need to find out the leadership style and its correlation to job performance in academic libraries in Delta State.

Statement of the Problem

Bizhan, Saeid and Vahid (2013) posited that the main drivers of any organizations are the human resources and human developmental efforts and attainment of organisational objectives is impossible without the head management. The improvement in organization's performance will not be possible without the effective input of employees' ability, their motivation and most significantly, the leadership skill that strengthens the creativity and innovation of the staff. Leadership exists at various levels of managerial operations and through all facets of the society. The very purpose of leadership is in the overall accomplishment of the organization (Osabiya & Ikenga, 2015). An understanding of the relationship between leadership and those led is thus essential. The library as an organised institution has the ultimate objective of meeting the information needs of its clientele and that must be met through the instrumentation of its staff, hence, library staff can unequivocally be referred to as the drivers of the library (Segun-Adeniran, 2015). Akinyemi and Ifijeh (2012) reiterated that for libraries to achieve their objectives, they require the diligent inputs of human resources at various cadres. These human resources in turn need to be properly managed by competent individuals who make use of the instrumentality of good leadership styles.

Research Questions (RQ)

The following research questions were raised to be answered;

RQ₁: What leadership styles are found in the academic libraries in Delta State?

RQ₂: What is the impact of the leadership styles on the job performance of library staff in academic libraries in Delta State?

RQ₃: To what extent does leadership style influence the job performance of academic libraries in Delta State?

Hypotheses (HO)

With respect to the leadership styles investigated, the following hypothesis was formulated accordingly;

HO₁: There is no significant relationship between leadership style and job performance in academic libraries in Delta State

Purpose of the Study

The main purpose of the study is to find out the influence of leadership styles on the performance of library staff in Delta State, specifically, the study tends to determine the correlation between the following;

1. Find out the leadership styles operational in academic libraries in Delta State
2. Find the extent to which leadership style influence job performance in academic libraries in Delta State.
3. Ascertain the correlation between leadership style and job performance in academic libraries in Delta State

LITERATURE REVIEW

Leadership was defined by Armstrong (2012) as a process of inspiring people to do their best in order to achieve desired result. He stated that this involves developing and communicating a vision for the future, motivating people and securing their engagement. Thus, the efficiency in resources mobilization, allocation, utilization and enhancement of organizational performance depends to a large extent on leadership styles, among other factors (Obiwuru, Okwu, Akpa & Nwankwere, 2011). Eze (2010) averred that leadership is the possession by one the ability to get others to play along with and to say the least, 'obey him'. Ng'ethe, Mike and Namusonge (2012) said leadership is the relationship through which one person influences the behaviour or actions of other people for the purpose of achieving organizational goals in maximizing results. Leadership could be viewed as community mobilization, initiation and motivation of employees and involvement in their development.

According to Ogbah (2013), leadership can be defined as the manner in which the leader executes and motivates his subordinates towards accomplishing the organizational goal. To get maximum result, organisations or institutions need to have a leader or manager that can effectively discharge his duties through the instrumentation of apt leadership styles. It is important to note that there are various kinds of leadership styles that can be employed in an organisation and each leadership style has its own peculiar advantage and disadvantage (Johnson, 2015 as cited by Segun-Adeniran, 2015).

Leadership greatly impacts job performance and several reports are available. The influence of three (3) leadership styles namely democratic, autocratic and laissez-faire on the performance of two universities (University of Calabar, River State and University of Uyo, Akwa Ibom State) was investigated by Ukaidi (2016) and it was found that leadership style has a significant influence on organizational performance. He also revealed that democratic leadership style contributed more significantly than the other two which was attributed to its ability in sharing of decision making by both subordinates and leader in the organization. He asserted that poor leadership can directly affect organizational output adversely.

Bizhan, Saeid and Vahid (2013) investigated the relationship between leadership and employee performance in a real estate registration organization in Tehran Province in India using three leadership styles were

assessed; transformational, pragmatic and laissez-faire leadership styles were correlated against organizational performance. Results indicated that there was a significant relationship between employee performance and transformational leadership. There was a low positive correlation between pragmatic leadership and employee performance and a negative correlation between laissez-faire and performance. This means that an increase in laissez-faire leadership may lead to a decrease in the performance of the staff. Khalil and Abdul (2016) reported on the outcomes of a transformational leadership of teachers and principals in seven selected secondary schools in Kaduna State, in randomly selected unity schools. The findings of their research stated that, by cultivating the habit of a transformational leader, the principals of unity schools will have the ability to transform teachers, school curriculum, professional development in interdisciplinary pedagogy, innovation in student-led learning activities, and participation in institutional decision-making related to school administration. Their paper demonstrated that the transformational leadership model for a secondary school achievement reported here is effective in building capacity for both teachers and students

Research has proven that gender and a few other factors influence leadership style and job performance. Eagly, Johannesen-Schmidt and van-Eagen, (2003) reported a meta-analysis of 45 studies of transformational, transactional, and laissez-faire leadership styles and found that female leaders were more transformational than male leaders and also engaged in more of the contingent reward behaviours that are a component of transactional leadership. Male leaders were generally more likely to manifest the other aspects of transactional leadership (active and passive management by exception) and laissez-faire leadership. Although these differences between male and female leaders were small, the implications of these findings are encouraging for female leadership because other research has established that all of the aspects of leadership style on which women exceeded men relate positively to leaders' effectiveness whereas all of the aspects on which men exceeded women have negative or null relations to effectiveness.

Chandra and Priyono (2015) research tested the influence of leadership styles, work environment and job satisfaction of employees on performance. The results of the regression analysis showed that the leadership style significantly influenced the performance of employees, hence this means that leadership style has an impact on performance, the work environment also have an impact on performance, job satisfaction has an impact on performance, and leadership style, work environment and job satisfaction. Linjuan (2013) examined the impact of two leadership styles on public relations effectiveness from an internal perspective. She specifically built links between leadership style, employee empowerment, and employee's perception of organizational reputation. The results showed that transformational leadership positively influence employee's perception of organizational reputation, not only directly but also indirectly, through empowering employees. Transactional leadership represented by contingent reward behaviour has a significant negative direct effect on employee's perception of organizational reputation. Transformational leaders are more likely to delegate power to employees and involve them in decision making than transactional leaders. Employees who feel more empowered in terms of competence and control tend to have a more favourable evaluation of organizational reputation.

METHODOLOGY

Design: The study adopted a descriptive correlational survey design.

Sample: The population of the study consisted of all library staff in academic libraries in Delta State. A sample of 94 library staff members were selected through a simple randomized sampling technique from five purposively selected academic libraries. This purposive sampling was carried out in order to cover a wide range of educational institutions in the state for example colleges of education, polytechnics and universities.

Instrument: The instrument used was a self-structured questionnaire developed in accordance with Simon Oates leadership style measurement scale and the Multifactor Leadership Questionnaire (MLQ 5X) with an introductory letter (section A) to ascertain the type of leadership (section B), sections C and D elicit information on the impact of the leadership styles on the job performance and extent of influence respectively.

Reliability: The instrument was validated by thesis supervisor and reliability tested using the Cronbach Alpha to obtain a reliability coefficient of 0.78.

Data analysis: The data collected was analysed using descriptive statistics of mean, standard deviation, frequency counts and percentages. Also correlational analysis was carried out using inferential statistics using Pearson Product Moment Correlational analysis with the IBM SPSS version 20 software. The sample of the study is shown below (Table 1).

Table 1: Sample for the study

S/NO	Academic Libraries	Senatorial Regions	Ownership status	Sample used	Return (%)
1	College of Education, Warri	South	State	22	21
2	Federal University of Petroleum, Effurun	Central	Federal	12	12
3	Delta State University, Abraka	Central	State	36	32
4	Delta State Polytechnic, Ozoro	North	State	18	15
5	Novena University, Ogume	North	Private	8	6
	Total			94	86 (92)

RESULTS AND DISCUSSION

A total of 94 questionnaires were distributed, however, only 86 questionnaires were duly filled and returned. This accounted for 92% return rate and found useful for interpretation of results. Table 1 shows the gender-wise distribution of respondent sampled. 48 (56%) of respondents were males and 38 (44%) were females. Table 2 shows the age range of respondents, 21 (24%) were within age range of 21 – 30 years, 32 (37%) were within 31 – 40 years, 22 (26%) were within 41 – 50years of age while 51 years and above were 11 (13%). The marital status as shown in Table 3 revealed that most of the staff are married (48%), followed by singles (33%), 10% divorced and 7% widowed. From Table 4, 9% of the staff has a postgraduate degree which is lowest frequency while the highest in number was OND/NCE degree holders (31%). The predominant religion of respondents was Christianity which were 74% while 22 (26%) are of the African tradition (Table 5). The demographic information collected showed that respondents were adequately represented on the basis of religion, age, gender, education qualification and marital status.

Table 1: Sex of library staff

S/N	Sex	Frequency (N)	Percentage (%)
1	Males	48	56
2	Females	38	44
	Total	86	100

Source: Field work (2017)

Table 2: Age range of library staff

S/N	Age range (years)	Frequency	Percentage (%)
1	21 – 30	21	24
2	31 – 40	32	37
3	41 – 50	22	26
4	51 ad above	11	13
	Total	86	100

Source: Field work (2017)

Table 3: Marital status of the library staff

S/N	Marital status	Frequency (N)	Percentage (%)
1	Single	28	33
2	Married	42	48
3	Divorced	10	12
4	Widowed	6	7
	Total	86	100

Table 4: Highest educational status of library staff

S/N	Education	Frequency (N)	Percentage (%)
1	Primary	11	14
2	SSCE	14	16
3	OND/NCE	27	31
4	HND/B.Sc and equivalent	26	30
5	Postgraduate	8	9
	Total	86	100

Source: Field work (2017)

Table 5: Religion of library staff

S/N	Religion	Frequency (N)	Percentage (%)
1	Christian	64	74
2	Muslim	0	0
3	African Tradition	22	26
	Total	86	100

Source: Field work (2017)

4.2 Response to Research Question

Research question 1: What leadership styles are found in the academic libraries in Delta State?

Table 6: Leadership styles in academic libraries in Delta State (multiple response)

S/N	Style	Frequency (N)	Percentage (%)
1	Autocratic	24	28
2	Democratic	54	63
3	Laissez-faire	24	28
4	Transformational	34	39

The analysis of data in Table 6 revealed that four leadership styles exist within the academic libraries in Delta State namely autocratic (28%), democratic (63%), laissez-faire (28%) and transformational (39%). The most frequently found was democratic leadership style. Ogbah (2013) revealed that democratic and laissez-faire leadership style has found in Delta State academic libraries. Ukaidi (2016) revealed from his study that autocratic, democratic and laissez-faire leadership styles are found in the south-south universities of Nigeria. The present study findings are in accordance with earlier results. The occurrence of these leadership styles can be attributed to the amount of trainings and conferences regularly organised and attended by these librarians. Recent understandings on the importance of involving sub-ordinates in corporative administration, and decision making in organisations may have contributed to the over-expression of these leadership styles.

Research question 2: What is the impact of the leadership styles on the job performance of library staff in academic libraries in Delta State?

Table 7: Mean impact of leadership style on job performance

S/N	Leadership Style	Freq. (N)	Mean impact	SD
1	Autocratic	24	2.0	0.13
3	Democratic	54	2.80	0.28
4	Laissez-faire	24	1.80	0.17
5	Transformational	34	2.60	0.28

Criterion mean = 2.5, N = 86

Table 7 revealed that Democratic leadership style has a better impact on the job performance with mean of 2.80 followed by transformational with mean of 2.60 and laissez-faire is far less perceived as a good leadership style with very low impact level (mean = 1.80). Ogbah (2013) revealed from her study using academic libraries in Delta state that democratic leadership style is most preferred by library staff as it is perceived to be better than others like laissez-faire and autocratic leadership styles. Ukaidi (2016) maintained that people react favourably to it in organization by increased productivity of staff which is again revealed in this study. In the democratic leadership style, the leader tends to treat sub-ordinates as friends, and as much as possible involves them in administrative process. The improved interaction in the democratic and transformational styles of leadership possibly enhanced their zeal to do more for the library. As found in the political sector, autocratic leadership has always been tied with tranny, and most times, such leadership has no bearing in promoting cordial relationship. If leaders cannot freely interact with followers, then, it will be difficult for them to actualise organisational objectives with that sense of insecurity, fear and been

punished for even very little errors committed. The free flow of information and attitude of a leader and his/her employee/staff creates an atmosphere of co-existence, equity and oneness which drives performance.

Research question 3: To what extent does leadership style influence the job performance of academic libraries in Delta State?

Table 8: Extent of leadership style on job performance

S/No	Extent of influence	Freq. (N)	Percentage (%)
1	Very Large Extent (VLE)	36	42
2	Large Extent (LaE)	27	31
3	Moderate Extent (ME)	9	11
4	Low Extent (LoE)	6	7
5	No influence (NI)	8	9
	Total	86	100

The analysis in the Table above show that a vast majority of the respondents asserted that the leadership style of the head of academic library has a very large extent of influence on the job performance of the library. 43% said it has large extent of influence followed by N = 27 who said the impact is to a large extent and 7% saying it is only to a low extent. Leadership plays a crucial role in increasing performance of organizations and employees (Osabiya & Ikenga, 2015). This assertion is expressly revealed by the present study that the leadership style has implication for the performance of staff in the library. This is partly because leadership style influences job satisfaction (Chandra & Priyono, 2016) which determines the extent to which library staff discharges their duties. Dhruv, (2016) leadership style influences human resources and job performance which the present study supports with findings.

4.3 Testing the Hypothesis

H₀: There is no significant relationship between leadership style and job performance in academic libraries in Delta State

Table 9: Correlational analysis of leadership style on job performance

		Correlations	
		Leadership	Job performance
Leadership	Pearson Correlation	1	.248**
	Sig. (2-tailed)		.004
	N	136	136
Job performance	Pearson Correlation	.248**	1
	Sig. (2-tailed)	.004	
	N	86	86

** . Correlation is significant at the 0.01 level (2-tailed).

The correlational analysis revealed that leadership style has a significant relationship on the job performance in academic libraries. The *r*-value of 0.248 showed that this relationship is positive although low. This relationship is significant at a 99% and 95% level of confidence. The low level of correlation may be due to other moderating factors as mentioned by Ntui, Adu and Eyong, (2014) to include motivation, work environment, organisational policies. Bizhan, Saeid and Vahid, (2013) revealed in their study that there is a

positive and significant correlation between leadership style and employee job performance which is reiterated in this study.

Summary of findings

Arising from the data analysed, the following findings were made;

1. The leadership styles existing in academic libraries include autocratic, democratic, laissez-faire and transformational.
2. Democratic and transformational leadership styles are perceived to enhance job performance and had a very large extent of influence.
3. Laissez-faire leadership style has very little impact on the job performance of the academic libraries.
4. Leadership style has a positive correlation with job performance, revealing that the suitability of the leadership style to organisational goals, the better the job performance.

CONCLUSION

The study concludes that leadership style of academic libraries greatly influence the job performance and overall productivity of the library. Academic libraries will function effectively when parent institutions employ a qualified librarian with proper leadership styles. Hence, harmony should be created between library staff and library management. The recommended leadership styles include democratic and transformational leadership styles as they have proven to be of greater importance in the job output. A very vibrant high performance organizational culture through interpersonal relation, dialogues and transparency is much possible with the right leadership style adoption. Leaders should adopt effective communication pattern to produce enthusiasm and foster an atmosphere of confidence within the library.

RECOMMENDATIONS

The following recommendations were put forward;

1. The leadership style(s) being used by the academic librarian should be a function of the values and philosophies of the institution; the nature of the subordinates and the present situation at hand could also affect the leadership style employed. Therefore there should be balance and discretion in the application of varying leadership styles.
2. The academic librarians should adopt leadership style(s) that will give the library staff a high sense of responsibility, leading to a high level of productivity, competitiveness and effectiveness. The management team in the library should create a favourable work environment that will serve as a platform for library staff to put in their best, be creative and innovative.
3. There should be establishment of better communication channels in the university library, though this should be done with discretion in order to avoid misuse of such communication channels.
4. The library management should recognise good feats and accomplishments of library staff in the process of carrying out their responsibilities. Though they are paid to carry out these responsibilities, recognition of outstanding efforts boosts the morale of staff and gears them towards greater feats.
5. Leaders in Nigerian libraries should adopt various motivational techniques that can encourage staff and increase their productivity.

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APPENDIX I

LEADERSHIP STYLES AS CORRELATE OF JOB PERFORMANCE IN ACADEMIC LIBRARIES IN DELTA STATE QUESTIONNAIRE” (LSCJPALDSQ)

Department of Library and Information Science,
Delta State University,
P.M.B. 22, Oleh

Dear Respondent,

REQUEST FOR COMPLETION OF QUESTIONNAIRE

I am a postgraduate student of the above-named university conducting a research on the topic “*Leadership styles as correlate of job performance in academic libraries in Delta State.*” To this effect, you have been tentatively selected to be a respondent.

I will be grateful if you would complete this questionnaire. All responses would be treated with utmost confidentiality and anonymity as the information will be used purely for academic purposes.

Thank you.

Yours sincerely,

Orewa Flora

Researcher

SECTION A

Demographic Data of Respondent

Instruction: Please tick (✓) when necessary and fill in appropriate sections

- 1) Name of Institution: _____
- 2) Gender: Male [], Female []
- 3) Age range (years): (a) 21 – 30 years [] (b) 31 – 40 years []
(c) 41 – 50 years [] (d) 51 and above []
- 4) Marital Status: Single [] Married [] Divorced [] Widowed []
- 5) Highest educational qualification: Primary [] Secondary [] B.Sc/equivalent [] Postgraduate []
Others []
- 6) Religion: Christian [] Muslim [] African Tradition []

SECTION B

1. Leadership style description of Librarian

Instruction: Please use the key below to answer this section and tick the options that best describes your head librarian. The key and scale; F = frequently, if not always (4), NT = Not as frequent but often (3), S= sometimes/occasionally (2) and NA = Not at all (1)

S/No	Leadership attributes	F	NT	S	NA
1.	Give clear orders and monitors closely				
2.	Extremely authoritative and dishes out orders with no further explanation.				
3.	Pay very little attention to sub-ordinates				

4.	Much more insecure				
5.	Goes beyond self-interest				
6.	Emphasizes the collective mission				
7.	Talks optimistically and enthusiastically				
8.	Arouses awareness about important issues				
9.	Expresses confidence				
10.	Re-examines assumptions				
11.	Seeks different views and suggests new ways				
12.	Individualizes attention				
13.	Focuses your strength, teaches and coaches				
14.	Rewards and recognizes your achievement				
15.	Avoid involvement				
16.	Delays responding				
17.	Avoids deciding and absent when needed				
18.	Reacts to problems only when chronic				
19.	Clarifies rewards or punishment for responsibilities assigned				
20.	motivates subordinates by appealing to their personal desires				
21.	Has my respect once I do well				
22.	Displays power and confidence				
23.	Talks of value				
24.	Models ethical standards				
25.	Considers the moral/ethical				

SECTION C: Impact of leadership style on job performance

Instruction: Kindly supply the following information by ticking (√) on the appropriate response category of: Strongly agree (SA) 5, Agree (A) 4, Undecided (U) 3, Disagree (D) 2 and strongly disagree (SD) 1.

What is the impact of the pattern of leadership in the library?

S/N	Leadership impact	SA	A	D	SD
1	Increase the smooth running of activities in the library				
2	Creates room for lackadaisical behaviour among staff				
3	Influence the library in its discharge of duty positively				
4	Retard the process of staff inter-personal skill acquisition				
5	Creates a gap between library users and library staff				
6	It has improved the way users are served				
7	There is much improvement on the patronage of the library by students				
8	The performance of individual units is better with the new leadership pattern				
9	Encourages the sharing of information between staff and library users				
10	Customer-client interactions are better				

Extent of influence of leadership style on job performance

Instruction: Kindly supply the following information by ticking (√) on the appropriate response category of: Very Large Extent (VLE), 5, Large Extent (LaE), 4, Moderate Extent (ME), 3, Low Extent (LoE) 2, and No influence (NI), 1.

S/N	Extent of influence	√
1	Very Large Extent (VLE)	
2	Large Extent (LaE)	
3	Moderate Extent (ME)	
4	Low Extent (LoE)	
5	No influence (NI)	