

**INFLUENCE OF LEADERSHIP STYLES ON PRODUCTIVITY OF PERSONNEL
OF POLYTECHNIC LIBRARIES IN KWARA STATE, NIGERIA**

By

ABDULKAREEM MARIAM AYOMIDE

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CERTIFICATION

This is to certify that this project titled “*Influence of Leadership Styles on Productivity of Personnel of Polytechnic Libraries in Kwara State, Nigeria*” by Abdulkareem Mariam Ayomide meet the regulations guiding the award in National Diploma in Kwara State Polytechnic Ilorin and is approved.

MR. AREMU, B. A.
Project Supervisor

Date

MR. SULYMAN, A. S.
Project Coordinator

Date

MR. ISIAKA, A. O.
Head of Department

Date

External Examiner

Date

DEDICATION

This project is dedicated to God for being my ultimate source of strength and inspiration. In Him, I derived all powers needed to live, weather the storms and become an embodiment of hope to myself and the people around me.

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Abstract

This study examines the influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria. Descriptive survey design was adopted in this study. The population of this study are professional and para-professional librarians from three (3) polytechnic libraries in Kwara State namely; Kwara State Polytechnic, Lens Polytechnic, Offa and Federal Polytechnic, Offa. The sample size of this study is 75. Total enumeration (census) sampling technique was adopted. Questionnaire was used to collect data from the respondents. Data obtained was then presented and analysed using simple percentage and frequency table. Furthermore, result of findings revealed that transformational leadership, purposeful leadership, transactional leadership, autocratic leadership and follower-focused leadership are the leadership styles adopted in the study area. More so, findings point that ability to communicate, collaboration skills, management skills, innovation and transformation skills and emotional intelligence are the leadership qualities that contributes to personnel productivity among the respondents. However, findings of this study indicated that lack of creativity and imagination, lack of communication skills, lack of commitment to change, technological and administrative issues are the challenges of leadership style to personnel productivity in polytechnic libraries in Kwara State. Finally, this study recommended that management of polytechnic libraries in Kwara State and other stakeholders should collaborate to continuously train library leaders on leadership practices.

Keyword: Influence, Leadership styles, Productivity of personnel, Polytechnic libraries, Kwara State, Nigeria.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Productivity is conceptualized to mean the ability to produce an item or service in the organization. It also refers to all efforts that an individual employee exerts towards the general production of goods and services of the organization with the least input of skills, labour, material and machines (Segun-Adeniran, 2015; Orewa, 2017). Any establishment without a high rate of productivity cannot achieve its goals and may even stand the chance of collapsing. This makes organisations devise varied means of chiseling the productivity of their personnel. The motivation variables in organisations dwell mainly on the fundamental necessities needed to bring about the desired magnitude of success and increase in productivity of the personnel. It has been observed that the level of motivation variables adopted in an establishment is undoubtedly known to be the difference between progression and regression in such an establishment (Nnadieto, 2017).

Many motivational measures have been adopted in various libraries but the issue is whether or not those variables are effective and circumstances under which they can succeed. A review of other research works on these motivational measures carried out by researchers yielded surprising evidence about the effectiveness of motivational programmes and the element behind success in our libraries cannot be over emphasized in that no library can function effectively without the human resources and these are people that should be motivated to ensure high productivity. The library is vital in national transformation and its workforce is primarily the drivers of the effect that emanate from it. The productivity library

personnel either as individuals and collectives is crucial to the delivery of services in the library (Orewa, 2017).

Libraries as hubs of information and knowledge need to possess a high degree of efficiency and effectiveness in the process of carrying out their services which centres on meeting the diverse information needs of library users. It is as a result of the expected level of efficiency and effectiveness that the issue of leadership in libraries cannot be downplayed. Leadership simply involves influencing or affecting a group of people to take collective action in a particular direction in order to achieve an organizational goal (Segun-Adeniran, 2015). Leadership revolves around people. While meeting deadlines and ensuring project completion is crucial for being a good manager, true leadership potential is gauged by your ability to motivate, inspire and guide people (Aruda, 2023). Goel (2023) claimed that library leaders enhance personnel productivity by standing their ground with their values and vision to foster a workplace culture that encourages critical thinking and independence among personnel.

Ogbah (2013) explained leadership as the manner in which the library leader executes and motivates library personnel towards accomplishing the library goal. Similarly, it is the ability to convince and persuade library personnel to act on the basis of greater knowledge or competence, reasoned argument and fairness. Leadership, therefore, can be explained as the skill or ability to steer library personnel positively or negatively towards actualization or achievement of a set of goals and objectives. In order to achieve this, a leader usually takes whatever step and actions necessary and is usually prepared to take responsibility for the product of his action either positive or negative (Segun-Adeniran, 2015).

Verber (2011) viewed leadership as community mobilization, initiation and motivation of library personnel and involvement in their development. It further includes the ability to

guide or move library personnel in a particular direction and is a quality that must be able to induce, persuade and motivate people to identify with the goals of a library and foster a proactive and productive work environment. It is on this note that this study aims to investigate influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria.

1.2 Statement of the Problem

Personnel productivity in libraries is the sum total of results of efforts exerted by library personnel towards ensuring the efficiency and effectiveness of library services. Many efforts such as financial incentives (Nnadieto, 2021), promotion and conducive workplace (Orewa, 2017) have been explored as means of increasing the productivity of library personnel. It is obvious that leadership styles are not considered in the aforementioned motivations.

Nwaigwe (2015) asserted that leadership has assumed greater importance in contemporary libraries because of the emergent force of globalization, technological innovations and workers expectations. Leadership styles reflect the degree to which a library head provides encouragement to his/her team members to be creative in looking at old problems in new ways, create an environment that is tolerance of seemingly extreme positions and nurture library personnel to reframe their own values and beliefs to promote the image of the library.

Preliminary investigations by this researcher have revealed minimal studies on leadership styles and productivity of library personnel. Segun-Adeniran (2015) argued that the implementation of various leadership styles could affect the behaviour and even the output level of the library personnel. This is because library leaders equip their team with the right skills and mindset to become independent, creative thinkers that will enable library personnel to invent ideas and perspectives that will benefit the library (Goel, 2023). This serves as a

need for this study to be investigating influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria.

1.3 Research Questions

This study aims to answer the following questions:

1. What are the leadership styles adopted in polytechnic libraries in Kwara State?
2. What is the level at which leadership styles contribute to personnel productivity in polytechnic libraries in Kwara State?
3. What are the leadership qualities contributing to personnel productivity in polytechnic libraries in Kwara State?
4. What are the challenges of leadership styles to personnel productivity in polytechnic libraries in Kwara State?

1.4 Research Objectives

The main objective of this study is to investigate the influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria.

The specific objectives are to:

1. identify the leadership styles adopted in of polytechnic libraries in Kwara State;
2. examine the level at which leadership styles contribute to personnel productivity in of polytechnic libraries in Kwara State;
3. ascertain the leadership qualities contributing to personnel productivity in of polytechnic libraries in Kwara State; and,

4. examine the challenges of leadership styles to personnel productivity in of polytechnic libraries in Kwara State.

1.5 Significance of the Study

This study will be of high significance to management of libraries in tertiary institutions, library leaders, leadership organisations and bodies, policy and decision makers and researchers on leadership practices in libraries. Management of libraries in tertiary institutions will find this study useful because it is expected to reveal the leadership styles that can be leveraged to enhance productivity of the library personnel.

Library leaders will also find this study impactful because it is expected to reveal the leadership qualities that can cultivate to drive change in their libraries and enhance their personnel's productivity. Furthermore, policy and decision makers will find this study relevant by identifying how they can initiate, plan and execute leadership programmes that can make library leaders enhance the productivity of the library personnel.

Above all, researchers on leadership practices in libraries will find this study valuable because it is expected to expand the frontiers of knowledge on leadership styles and personnel productivity in libraries in Nigeria, widening the scope of coverage on leadership styles and its influence on productivity of personnel of academic libraries and significantly contribute to the existing literature on leadership styles and personnel productivity in academic libraries in Nigeria.

1.6 Scope of the Study

This study is concerned with influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria. It will focus on professional librarians in polytechnic libraries Kwara metropolis. Thus, the professional librarians in polytechnic

libraries in Kwara metropolis will participate in this study and provide data to be used in answering the questions this study intends to answer.

1.7 Operational definition of terms

Influence: This is the process of exploiting or taking full impact of leadership styles to the productivity of personnel of polytechnic libraries in Kwara State.

Kwara State: This is a state in the Northwestern part of Nigeria, where leadership styles are ought to influence personnel productivity in polytechnic libraries.

Leadership styles: These are the methods or approaches of inspiring, motivating and persuading the personnel of polytechnic libraries in Kwara State, which will correlate with their productivity.

Personnel productivity: This is the outcome of efforts infused on enhancing the efficiency and effectiveness of polytechnic libraries in Kwara State, which is triggered by the leadership styles adopted.

Polytechnic libraries: These are libraries in tertiary institutions in Kwara State, which their personnel's productivity are expected to be influence base on the leadership styles adopted.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

This chapter focuses on the review of the literature related to the study; the review is arranged under the following sub-heading:

2.2 Concept of leadership

2.3 Concept of personnel productivity

2.4 Leadership styles enhancing productivity of personnel

2.5 Qualities of library leaders that drive productivity of personnel

2.6 Ways leadership styles contribute to productivity of personnel of libraries

2.7 Challenges of leadership styles to productivity of personnel of libraries

2.8 Summary of the chapter

2.2 Concept of Leadership

Leadership is a complex process with multiple dimensions. Researchers carrying different perspectives may conceptualize leadership in a variety of theoretical approaches: as a focus of group process, as traits of leaders, as behaviors and actions, as power relationship, as a transformation process, and using a skills perspective (Northouse, 2016). Yang (2023) viewed leadership as a complex and multifaceted concept that has been studied by scholars for decades, noting that there is no one definition of leadership that is universally accepted, and the concept is often interpreted differently in different contexts and sectors. As a result, leaders can face challenges in leading effectively and ethically in their roles.

Leadership is not a mere title; it's a dynamic role that requires individuals to steer their organisations through intricate challenges. As complexities multiply, effective leaders become the architects of resilience (Sobande, 2023). Some people are leaders because of their formal position in an organization, whereas others are leaders because of the way other group members respond to them. These two common forms of leadership are called assigned leadership and emergent leadership (Northouse, 2016).

Leadership is defined as using our behaviour to influence others to willingly follow an idea, process or vision for the common good (Mierke, 2014). Leadership as a process of influence seems to be a common perception of leadership among librarians. Nevertheless, papers featuring leadership influence and the process are fewer than discussions focusing on titled leaders, particularly at the level of directors or senior administrators.

While leadership has many definitions, for the library profession, leadership is more of a relationship between people than the characteristic of a single individual. As the organization structure of libraries become more fluid and flatter, leadership can come from anywhere in a library. Emergent leadership is expressed by individuals who do not carry titled roles. True leadership is not just about navigating the present but also about envisioning a future where organisations thrive, teams flourish (Sobande, 2023); it is about creating environments where teams excel.

Change has become a permanent part of academic libraries and they need leaders who are able to lead and manage change efficiently, bring theories into practices, find innovative solutions to challenges, creative thinkers, effective communicators, collaborative mindset and self-motivators (Aslam, 2020). In today's multifaceted library world, marked by a multigenerational workforce, hybrid work models, and rapid technological advancements,

library leaders are required to adopt a more empathetic approach to inspire and engage their team with the library's mission (Arruda, 2024).

2.2 Concept of Personnel Productivity

Personnel productivity is also known as employee productivity. Personnel productivity was described by Hirt (2011) as the level of an individual's work achievement after having exerted effort. Hirt believed that productivity is an individual phenomenon. However, certain environmental factors will have a significant bearing on performance. According to Hirt, determining the individuals work as attempted by various evaluations gives the organization certain advantages. Evaluations and assessments could also have a negative influence on the individual. Hirt, however, points out that successful organizations in the private sector are adherents of the various work measurement and evaluation schemes.

Personnel productivity is basically related to performance in terms of individual goals. Again, performance measurement is one of the most difficult topics for managers. Measuring performance is similar to performance appraisal. Performance appraisal provides an assessment of how an individual employee is performing and gives an insight into what such an employee would have to do to raise their effectiveness.

Some employers peg employee remuneration on the basis of their scores in performance measures. There many aspects that are looked into during such exercises. The most prominent is arguably the rate of completion of assigned tasks, the accuracy and deliverability of such tasks. According to Coole, (2012) such measures are difficult at best and re often inaccurate. In such circumstances, relying on them for anything could be prejudicial to the employee. Coole adds that they are subjective rather than objective and as such should not be a basis for determining emoluments to employees.

Chebet (2015) gives the example of certain organizations that have seen sustained superior performance over the years. He also links these organizations' success to their superior organizational culture. Measuring performance is part of that corporate culture. Organizational structures and advanced human resource management practices, including the use of realistic job pre-view techniques as well as employee evaluation have also been cited as part of that organizational culture (Coole, 2012).

The concern of managers at different levels in organizations centers is effective in improving productivity (Chebet, 2015). The organizational culture should inspire co-operation and teamwork, from top to bottom in the company. The manager should provide incentives to workers in an organization, preferably by transferring a suitable kind of leadership to bring about the kind of organizational culture where people identify their interests with that of the cooperation. The managers should also find out the kind of organizational culture where people identify their interests with that of the corporation, find dignity and satisfaction in their work, with consequent effects on increased productivity, morale and pride in being part of the organization (Martyn, 2012).

2.4 Leadership Styles Enhancing Productivity of Personnel

Libraries across the globe are using different leadership styles they perceive suitable to the issues at hand, their socio-cultural contexts and how the library managers choose to drive and inspire personnel to achieve set objectives (Tsafé, Ajani & Sulyman, 2022). Leaders can choose to challenge the status quo in libraries by adopting any of the following leadership approaches:

Purposeful leadership: This is a leadership approach where the leader has a clear insight and understanding of the need for the leadership. Purposeful leaders, according to Moorhouse (2022), embody their organisation's purpose in everything they say and do; communicate

about purpose with dedication, determination and details, make business decisions with purpose of making a positive and sustainable impact on all stakeholders. Gambill (2021) asserted that purposeful leaders do not blame circumstances or conditions for their behavior. Clarity and commitment to their purpose allow them to choose their best actions versus reacting out of fear, uncertainty, or frustration.

Visionary leadership: These are leaders with the ability to drive progress and usher in periods of change by inspiring a library's personnel and earning trust for new ideas. Visionary leaders strive to establish a strong organisational bond and strive to foster confidence among colleagues by combining skills such as strategic thinking, risk-taking, optimism, innovative and inspirational (Zachaeus, 2021). Changing libraries need leaders who have visions and can guide others to achieve these visions (Lazarus, Adesoji & Jinadu, 2019). Kalu and Okeke (2019) also supported this claim by noting that libraries to be headed by librarians that can create vision, design strategies for achieving the vision and be prepared for more ever-changing assignments in libraries.

Autocratic leadership: This is also known as an authoritarian approach of leadership. Zachaeus (2021) posited that the ultimate focus of this leadership is on results and efficiency. These leaders often make decisions alone or with a small, trusted group and expect personnel to act according to the instructions given to them. This leadership approach is suitable for tasks that require guidelines and strict compliance. Leaders in this category have self-confidence, are self-motivated, follow the rules, are dependable and value a highly structured environment.

Laissez-faire leadership: This leadership is also known as delegative leadership. It is a type of leadership pattern in which leaders are hands-off and allow group members to make the decisions (Cherry, 2022). This leadership implies a completely hands-off approach, many

leaders still remain open and available to group members for consultation and feedback. This approach to leadership requires a great deal of trust. Leaders who practice this approach need to feel confident that the members of their group possess the skills, knowledge, and follow-through to complete a project without being micromanaged (Cherry, 2022).

Transformational leadership: This is a leadership pattern that is underpinning by four unique qualities of idealized influence, inspirational motivation, individual consideration and intellectual stimulation. Transformational leaders prioritise coaching a library's team to be harnessing their creativity to respond to change; enable, encourage and support innovation enshrined in building and sustaining corporate excellence, stimulate the interest of library personnel in sustaining the values, mission, and vision underpinning a library's existence and create avenues for library personnel to enjoy their works by inspiring and motivating them to look forward to being part of their works on a daily basis (Tsafé, Ajani & Sulyman, 2022). Transformational leadership is promising to have a greater positive effect on a library workforce because transformational leaders are skilled at getting subordinates to transform their own self-interest into the interest of the larger group. Transformational leaders bring out the best in their subordinates, they encourage participation, share power and information, enhance other people's self-worth, and get others excited about their work.

Transactional leadership: This is a leadership approach that is also known as managerial leadership (Lutkevich, 2021). It is a leadership approach that builds relationships and relies on exchanging some form of values such as economic, political and psychological between leaders and subordinates (Ugwu, Onyancha & Fombard, 2020). It is based on an exchange or transaction where the leader rewards personnel who perform their tasks to the specified levels and punishes workers who do not perform to those set standards (Lutkevich, 2021).

Distributed leadership: Distributed leadership is a leadership approach that consists of a shared set of responsibilities that may be distributed among personnel and leaders (Johnston, 2015). Distributed leadership supports personnel to collaborate and bring ideas and expertise together so that their collective action achieves more than their individual actions and serves as a catalyst for library service development and innovation (Goulding & Walton, 2014). Ashiq, Jabeen and Mahmood (2022) observed that Distributed leadership is a less-focused area in Librarianship. But some scholars such as Jenn (2022) and Johnston (2015) have argued that Distributed leadership was propounded to erase the belief that leadership is often held in one person. Distributed leadership proves that leadership roles are distributed among multiple individuals, who have the skills and capabilities to contribute to the success of the library (Robert, 2019).

Servant leadership: Leaders adopting this approach lead by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they will be more effective and productive. Because of this leader's emphasis on a library's personnel satisfaction and collaborations, they tend to achieve a higher level of respect. This leadership approach is ideal for building a library personnel's morale and re-engage them with their works (Zachaeus, 2021).

Follower-focused leadership: This is a leadership style that prioritizes the needs, aspirations, empowerment, and individual growth of team members. It is characterized by a deep understanding of human motivation, a commitment to building trust and relationships, and a focus on creating an environment where followers feel valued, respected, and empowered to contribute their best. Tracing its roots back to the humanistic management theories of the mid-20th century, which emphasized employee satisfaction, motivation, and well-being, follower-focused leadership has evolved to become a highly relevant style in our current era (Sobande, 2023b). In the follower-focused model, leaders transition from a

directive, authoritative role to a supportive, enabling one. They view their team members not as subordinates, but as partners in a journey towards shared goals. The success of a follower-focused leader is intrinsically linked to the growth, development, and achievements of their followers. The leader's influence emanates not from their formal position or authority but from their ability to inspire, motivate, and enable their followers to realize their full potential.

2.5 Qualities of Library Leaders that Drive Productivity of Personnel

Research on leadership qualities mostly surrounds senior leaders. A prominent series of research in the field was led by Hernon. Defining attributes to include abilities, skills, knowledge and personal characteristics, Hernon and his team first worked out an initial list of 121 desirable attributes of academic library directors by analysis of position announcements and interviews; then further refined these to 105 attributes using Delphi method. The final list consists of managerial attributes, personal characteristics and general areas of knowledge. The research participants agreed the list to be complete, but could not come to an agreement on the order of the items. A more recent survey of library leaders identified the top five leader qualities as vision, integrity, management skills, collaboration skills and communication skills (Le, 2015).

Emotional intelligence (EI) is considered a key area of leadership qualities. The top three EI traits rated as important by heads of ARL/ACRL are visionary – able to build a shared vision and rally others around it, stable temperament and ability to maintain an emotional balance under constant tensions, and cognitive ability to deal with complex scenarios/situations; but these did not match with the traits identified by analysing job advertisement descriptions. There were different opinions on which traits could be acquired or developed; respondents suggested various options for acquiring the traits (Davis, 2015).

Emotional intelligence is the silent force that fuels effective leadership. Through self-reflection, leaders gain insights into their own emotions, fostering a deep understanding that extends to their team members. This heightened emotional intelligence translates into empathetic leadership, where understanding and managing emotions become second nature (Sobande, 2023). Adaptability: In a world where change is not only constant but often exponential, the ability of business leaders to adapt swiftly is a non-negotiable trait. The fast-paced nature of the business landscape, marked by technological advancements, geopolitical shifts, and unforeseen global events, demands leaders who can navigate ambiguity with finesse (Sobande, 2023).

Leaders conduct themselves in unique ways. In spotting the characters that make leaders stand out, Ochi (2023) contended that the main instruments of leaders are to inspire, excite and mobilize. Leaders take note of long-term goals and yet make fast movements often disregarding 5-year plans. Leaders use an inductive process to carve visions, navigate increased risk and aim to forge a commitment to the vision through any means necessary.

In a study that asked library directors and senior management to rank EI traits, the top common qualities include the ability to listen and delegate, having integrity, exercise good judgement, good interpersonal skills and effective in leading change (Ly, 2015). A study of Northern Ireland public librarians found that the respondents valued and were demonstrating emotional intelligence attributes. In particular, the ability to empathize, to be self-aware, and recognize emotions in personnel were marked as important (McKeown & Bates, 2013). Such findings may be projected to academic libraries also.

Some studies took a different perspective or focus. One compared the view of university administrators with those of library directors on leadership qualities; it found that both groups rated highly the personal attributes of integrity and the ability to work collaboratively with

campus colleagues (Davis, 2015). A literature review highlights the qualities important for leaders in economically difficult times: people skills, communication skills, change management, staying innovative and transformative, confront legacy practices, distinguish the essential from the expendable (Bell, 2013).

Focusing on how library directors demonstrate entrepreneur qualities, one study defines entrepreneurial leadership as the ability to envisage, find, seize, and exploit opportunities. Related attributes include identifying and inspire talent, minimize obstacles, build partnership and foster risk-taking (Carpenter, 2012). From these examples it is evident that EI skills have been gaining more attention as leadership capabilities. Apart from the EI theme, the findings of these studies remain rather divergent. Echoing subjective listings of leadership qualities, frequent items in the findings include being visionary, communicative, collaborative, and having integrity.

2.6 Ways Leadership Styles Contribute to Productivity of Personnel of Libraries

Bartlett (2014) noted that some of the ways library leaders enhance productivity of their personnel is by making themselves available to help others solve their problems, thoughtfully contributing ideas and comments at personnel meetings, making decisions in their areas of professionalism with confidence and staying informed of developments in the library. In short, library leaders influence personnel by distinguishing themselves through volunteering to accept responsibilities without needing to be compelled to do so.

According to Hernon (2017), the word ‘leadership’ is encapsulated by an individual who guides, influences, encourages, empowers, handles change, and sets examples for achieving shared goals. It has been observed that the concept of ‘headship’ has traditionally dominated the concept of leadership in librarianship. Library leaders play a key role in enhancing personnel productivity in libraries by encouraging them to be relevant in the transitional

scenario of libraries by fostering creativity and vision. Library leaders also encourage and motivate library professionals to actively engage with their modern users and try to meet their needs (Hernon, 2017; Wong, 2017).

The call for library leaders to be visionary and change agents require library leaders to actively participate in, instead of responding to, the change of the broader landscape of higher education and research ecosystem (ACRL, 2019). Library leaders set the goals along with the guidelines and evaluate personnel based on their success or failure in achieving those goals. They also utilize creative strategies to overcome reduced budgets and tackle existing and possible future problems in the library, embrace innovation, motivate personnel, develop strategic thinking, and create a shared vision.

Martin (2019) asserted that some successful library leaders guided their personnel to accomplish goals, innovates new solutions, and supports the library mission. Yang (2023) surmised that library leaders add values to their personnel by offering a philosophical outlook that guides decision-making, reminding the personnel of the library's purposes, reinterpreting the purpose as necessary, and ensuring that the library's work aligns with its values. In essence, the primary function of a library leader is to provide direction and clarity regarding the library's *raison d'être* and objectives, irrespective of the variety, setting, and span of the library. In doing this, library leaders can help their libraries to achieve their full potential and make a positive impact on their personnel.

2.7 Challenges of Leadership Styles to Productivity of Personnel of Libraries

Pinfield, Rox and Butter (2017) lamented that library leaders are risk-averse and lack creativity and imagination, and Martin (2016) added that library leaders are not fully committed to change due to the possibility of failure. It seems that the issues in library

leadership not only exhibit the disconnection between leadership theories and realism, but also appear as some contradictions between reality and practice.

Despite the profession has been seen in some survival crises, library administrators have continued to focus on conventional skills and transactional management perspectives when recruiting new professionals in libraries (Maciel, Kasper & Vanduinkerken, 2018). By cutting leadership off from its practice in the real world, the library-associated institutions or organizations invested in surveying, acknowledging, analyzing, concluding, and publishing reports while at the same time, library practitioners disconnect from what should be done more and more from the application. Another disconnection between the imagination and reality is that library professionals are reluctant to adopt and embrace the latest developments and become increasingly resistant to changes (Ashiq, Rehman & Mujtaba, 2021).

Ashiq, Rehman and Batool (2018) found that major factors inhibiting library leaders from enhancing productivity of their personnel are identity crises followed by communication issues, financial constraints, CPD and administrative issues. The most challenging aspects of being an academic library leader were identified as trying to create awareness, lack of self-development culture and technological issues.

Big challenges for library leaders are expanding user's expectations; shortage of budget; cultural diversity; continuous professional development, innovations in the technology and environmental scanning (Toole, 2016). Another fundamental challenge is that most of the LIS graduates and young librarians are not interested in taking up a leadership role. Moreover, most young librarians were not satisfied with their own library heads and would like to avoid any stress (Ashiq, Rehman & Batool, 2018).

2.8 Summary of Reviewed Literature

This chapter has clearly explained the concept of leadership and personnel productivity. It further demonstrates the leadership skills that can enhance the productivity of personnel of libraries and proceeds to reviewing the ways/strategies leadership styles can enhance personnel productivity in libraries. Finally, this chapter briefly explains the major challenges of leadership styles to personnel productivity in libraries.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents all the scientific methods adopted in the process of carrying out this research work. According to Kolawole and Ijebor (2018), methodology outlines the systems or ways and the scientific justifications used in carrying out research. Thus, the following sub-headings will be discussed: research design, population of the study, sample and sampling techniques, research instruments, validity and reliability of instruments, data collection procedure and methods of data analysis.

3.2 Research Design

Research design is to indicate the ways to be followed or patterns of how the study will be conducted. Descriptive survey design will be adopted for this study. The reason for the choice of descriptive survey design is because the researcher aims at gathering quantitative data, which will be used to measure the opinions of the respondents on the influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria.

3.3 Population of the Study

Population is the total area, environment, scope or aspect a study is expected to cover. According to Issa (2012), population of a study is referred to as all the members or elements of a particular group of people, animals, or things in a defined area. Hence, the population of this study will be the professional and para-professional librarians from three (3) polytechnic libraries in Kwara State namely; Kwara State Polytechnic, Lens Polytechnic, Offa and Federal Polytechnic, Offa. The choice of these personnel is that the researcher believes they

have spends more time in the field and will have adequate experience or knowledge on the topic understudying.

3.4 Sampling Techniques and Sample Size

Sample is the unit, portion or element of the population, which will provide data that are relevant to the study. In this study, total enumeration (census) sampling technique will be adopted because the population is small and manageable. Therefore, the total population of librarians in the aforementioned libraries is 75 which form the sample size.

Table 1: List of Selected Libraries

Libraries	Population
Federal Polytechnic Library, Offa	30
Kwara State Polytechnic Library, Ilorin	32
Lens Polytechnic Library, Offa	13
Total	75

3.5 Instrument for Data Collection

This study will adopt a self-structure online questionnaire as its data collection instrument. The questionnaire, according to Issa (2012) is a data collection instrument containing series of questions and other prompt responses for the purpose of gathering information from respondents. The use of questionnaire will allow this study to gather measurable data from the respondents by availing them structured responses to the options provided to them.

The questionnaire, titled *“Influence of Leadership Styles on Productivity of Personnel of Polytechnic Libraries in Kwara State, Nigeria”* was arranged into two major sections. The first section was meant for respondents’ demographic data, while the second section was dedicated to obtaining data on the influence of leadership styles on productivity of personnel of polytechnic libraries in Kwara State, Nigeria. The demographic data will be analyzed in

frequency counts and percentages, while the objectives' response categories were ranked on the scales of 1 – 5, representing the order of Strongly Disagree, Disagree, Undecided, Agree and Strongly Agree. There are two types of questionnaire forms, which include paper-based and web-based questionnaire (Ceccato et al., 2024). In this study, paper-based questionnaire was used because of the availability of the respondents in the study area.

3.6 Validity and Reliability of the Instrument

Validity refers to the degree to which an instrument accurately measures what it intends to measure (Li, 2016). The questionnaire was given to two subject experts for assessment of the quality of presentation of the contents of the property the researcher measured. Their expert opinions were impacted before the questionnaire was presented to the supervisor for assessment and corrections before it was later administered to the respondents. While, reliability on the other hand refers to the degree to which an instrument yields consistent result. Internal consistency is used to determine the reliability of the instrument for this study because it helps the researcher to get the same results from different parts of the respondents.

3.7 Administration of the Instrument

The questionnaire will be administered to the respondents by the researcher with the support of a research assistant. To ensure a maximum response, the respondents will be asked to complete the questionnaire immediately. Also, respondents will be granted permission to return the questionnaire at a later date.

3.8 Data Analysis Procedure

The descriptive data that will be collected will be presented and analysed in simple percentage, frequency table and mean ($\bar{X}$) using the IBM SPSS Statistics, 26th edition. The reason for the choice of simple percentage and frequency tables is because it allows the presentation, analysis and comparison of multiple attitudes, opinions and ideas to enhance easy understanding of tables and the data they contained (Schweigert, 2021), while mean ($\bar{X}$) will be used to analyse the responses of the respondents on the research questions. The reason for this choice is that it enabled the researcher to calculate the extent to which the values differ from the average (Dudovskiy, 2019). This enabled the researcher to easily identify the higher score from the scales being measured and appropriately used them for the study's discussion.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents, analyse, discuss and interpret the data obtained from field with the aid of questionnaire. For the sake of clarity, this chapter is further arranged in the following order:

4.2 Questionnaire Administration and Response Rate

4.3 Demographic Characteristics of Respondents

4.4 Analysis, Presentation of data and Discussion of Findings

4.2 Questionnaire Distribution and Response Rate

From the 75 copies of questionnaires administered, only 67 were returned and out of the questionnaire returned, 64 were fully filled and adequate for analysis. According to Ramshaw (2021), questionnaire is suitable for analysis if the response rate is more than average for physically administered questionnaires and can be used to represent majority of the characteristics intended to describe by the researcher. Hence, the data of this study is valid for analysis with questionnaire response rate of 90.2%.

4.3 Demographic Information of the Respondents

Table 2: Characteristics of the Respondents

Options		F	%
Gender	Male	34	53.1
	Female	30	46.9
	Total	64	100
Age range	25-34 years	2	3.1
	35-44 years	24	37.5
	45-54 years	28	43.8
	55-64 years	9	14.1
	65 years and above	1	1.6
	Total	64	100
Marital status	Single	19	29.7
	Married	41	64.1
	Divorced	4	6.3
	Total	64	100
Respondent library	Federal Polytechnic Library, Offa	24	37.5
	Kwara State Polytechnic Library, Ilorin	29	45.3
	Lens Polytechnic Library, Offa	11	17.2
	Total	64	100
Professional/Cadre	Assistant Librarian/Subject specialist	6	9.4
	Librarian I	10	15.6
	Librarian II	23	35.9
	Senior Librarian	18	28.1
	Principal Librarian	5	7.8
	Polytechnic Librarian	2	3.1
	Total	64	100
Work experience	0-4 year	5	7.8
	5-9 years	21	32.8
	10-14 years	27	42.2
	15-19 years	7	10.9
	20 years and above	4	6.3
	Total	64	100
Academic qualification	HND	7	10.9
	BLIS	30	46.9
	MLIS	23	35.9
	PhD	4	6.3
	Total	64	100

Source: Researchers' Field Survey, 2025

Table 2 shows that majority (34 53.1%) of the respondents are males, while (30 46.9%) are females. Also, 28 (43.8%) are between 45 – 54 years, followed by 35 – 44 years with 24 (37.5%) and 55 – 64 years (9 14.1%). Furthermore, 41 (64.1%) of the respondents are married, 19 (29.9%) are single and 4 (6.3%) are divorced. Moving forward, personnel from Kwara State Polytechnic library has the highest representation with 29 (45.3%), followed by Federal Polytechnic library, Offa with 24 (37.5%), while Lens Polytechnic Library, Offa has the lowest representation with 11 (17.2%). More so, Librarian II has the highest representation with 23 (35.9%), followed by Senior Librarian (18 28.1%) and Librarian I (10 15.6%). Also, 27 (42.2%) have 10 – 14 years work experience followed by 5 – 9 years with 21 (32.8%) and 15 –

19 years 7 (10.9%). Finally, 30 (46.9%) of the respondents has BLIS holder, 25 (35.9%) are MLIS holder and 7 (10.9%) are HND holder.

4.4 Presentation, Analysis, Discussion and Interpretations of Results

4.4.1: What are the leadership styles adopted in polytechnic libraries in Kwara State?

Table 3: Leadership styles adopted in polytechnic libraries in Kwara State

Options	SA		A		D		SD		$\bar{X}$	DR
	F	%	F	%	F	%	F	%		
Transformational leadership	23	35.9	21	32.8	10	15.6	10	15.6	2.94	A
Purposeful leadership	12	18.8	38	59.4	9	14.1	5	7.8	2.89	A
Transactional leadership	12	18.8	38	59.4	9	14.1	5	7.8	2.84	A
Autocratic leadership	16	25.0	27	42.2	11	17.2	10	15.6	2.77	A
Follower-focused leadership	16	25.0	27	42.2	11	17.2	10	15.6	2.73	A
Visionary leadership	12	18.8	28	43.8	14	21.9	10	15.6	2.68	A
Servant leadership	12	18.8	28	43.8	14	21.9	10	15.6	2.66	A
Laissez-faire leadership	13	20.3	23	35.9	19	29.7	9	14.1	2.62	A
Distributed leadership	8	12.5	26	40.6	19	29.7	11	17.2	2.48	D

Source: Researchers' Field Survey, 2025

Decision Rule: If $\bar{X}$ is 1.0 to 1.74 = Strongly Disagree (SD); 1.75 to 2.49 = Disagree (D); 2.50 to 3.24 = Agree (A); 3.25 to 4.0 = Strongly Agree (SA).

Table 3 reveals that the respondents strongly agreed that the leadership styles adopted in their libraries are transformational leadership ($\bar{X} = 2.94$), purposeful leadership ($\bar{X} = 2.89$), transactional leadership ($\bar{X} = 2.84$), autocratic leadership ($\bar{X} = 2.77$) and Follower-focused leadership ($\bar{X} = 2.73$). However, the respondents disagreed that distributed leadership ($\bar{X} = 2.48$) is no one the leadership styles adopted in their libraries. This implies that transformational leadership, purposeful leadership, transactional leadership, autocratic leadership and follower-focused leadership are the leadership style adopted in polytechnic libraries in Kwara State.

It's interesting to find out that the respondents agreed to adopt transformational leadership in their libraries. This is because transformational leaders bring out the best in their subordinates, encourage participation, share power and information. They enhance other people's self-worth and get their personnel excited about their work. The findings of the

study validate the points of Tsafe, Ajani and Sulyman (2022) that transformational leaders prioritise coaching library personnel to be harnessing their creativity to respond to change, encourage and support innovation, enshrined in building and sustaining corporate excellence and create avenues for library personnel to enjoy their works by inspiring and motivating them to look forward to being part of their works on a daily basis.

More so, the point that the respondents adopt purposeful leadership in their libraries is worth discussing. Purposeful leaders, according to Moorhouse (2022), embody their organisation's purpose in everything they say and do; communicate about purpose with dedication, determination and details, make business decisions with purpose of making a positive and sustainable impact on all stakeholders. Thus, it's fascinating to find out that the personnel in the area understudying adopted purposeful leadership as one the leadership styles that influence personnel productivity because when library leaders to clarify and be committed to their purpose, it will allow them to choose their best actions versus reacting out of fear, uncertainty or frustration and hence enhance personnel productivities.

The respondents' disagreement to the adoption of distributed leadership is worrisome because in this digital age, sharing responsibilities among library personnel based on their expertise poses to enable libraries to efficiently and effectively achieve a set goal. The minimal practicing of distributed leadership in the understudied libraries indicate that the libraries are shortchanging themselves of the benefits of distributed as noted by Goulding and Walton (2014) that distributed leadership supports personnel to collaborate, bring ideas and expertise together. The library personnel's collective actions enable them to achieve more than their individual actions, which serves as a catalyst for innovative library services and development.

4.4.2: What is the level at which leadership styles contribute to personnel productivity in polytechnic libraries in Kwara State?

Table 4: Level at which leadership styles contribute to personnel productivity in polytechnic libraries in Kwara State

Options	VH		H		M		L		$\bar{X}$	DR
	F	%	F	%	F	%	F	%		
Transactional leadership	23	35.9	21	32.8	10	15.6	10	15.6	2.89	H
Purposeful leadership	23	35.9	21	32.8	10	15.6	10	15.6	2.86	H
Transformational leadership	12	18.8	38	59.4	9	14.1	5	7.8	2.84	H
Visionary leadership	16	25.0	27	42.2	11	17.2	10	15.6	2.77	H
Servant leadership	13	20.3	23	35.9	19	29.7	9	14.1	2.62	H
Laissez-faire leadership	12	18.8	28	43.8	14	21.9	10	15.6	2.66	H
Distributed leadership	13	20.3	23	35.9	19	29.7	9	14.1	2.62	H
Autocratic leadership	8	12.5	26	40.6	19	29.7	11	17.2	2.48	M
Follower-focused leadership	8	12.5	26	40.6	19	29.7	11	17.2	2.48	M

Source: Researchers' Field Survey, 2025

Decision Rule: If $\bar{X}$ is 1.0 to 1.74 = Low (L); 1.75 to 2.49 = Moderate (M); 2.50 to 3.24 = High (H); 3.25 to 4.0 = Very High (VH).

Table 4 shows that transactional leadership ($\bar{X} = 2.89$), purposeful leadership ($\bar{X} = 2.86$), transformational leadership ($\bar{X} = 2.84$) and visionary leadership ($\bar{X} = 2.77$) highly contributes to personnel productivity. However, autocratic leadership and follower-focused leadership ($\bar{X} = 2.48$) moderately contributes to personnel productivity in polytechnic libraries in Kwara State. This indicates that transactional leadership, purposeful leadership, transformational leadership and visionary leadership are leadership styles that contribute to personnel productivity in polytechnic libraries in Kwara State.

Findings of this study reveal that transactional leadership contributes highly to personnel productivity. Its not surprising to find out that library leader in polytechnic libraries understudying adopts transactional leadership which contributes immensely to their personnel productivity. This leadership style is one that builds relationships and relies on exchanging some form of values such as economic, political and psychological between leaders and subordinates that enable personnel to exchange values and enhance productivity in the library. This notion correlates with the affirmation of Lutkevich (2021) that transactional leadership is based on an exchange or transaction where the leader rewards personnel who

perform their tasks to the specified levels and punishes workers who do not perform to those set standards.

Furthermore, the result of the findings shows that autocratic and follower-focused leadership contributes moderately to personnel productivity in libraries. This is quite disturbing because follower-focused leadership has been one that prioritizes the needs, aspirations, empowerment and individual growth of team members. Thus, contradict the submission of Sobande (2023) that this leadership style is characterized by a deep understand of human motivation, a commitment to building trust and relationships and a focus on creating an environment where personnel feel valued, respected and empowered to contribute their best to the growth and development of their libraries respectively. Likewise, autocratic leadership approach is suitable for tasks that require guidelines and strict compliance. Leaders in this category have self-confidence, are self-motivated, follow the rules, are dependable and value a highly structured environment (Zachaeus, 2021).

4.4.3: What are the leadership qualities contributing to personnel productivity in polytechnic libraries in Kwara State?

Table 5: Leadership qualities contributing to personnel productivity in polytechnic libraries in Kwara State

Options	SA		A		D		SD		$\bar{X}$	DR
	F	%	F	%	F	%	F	%		

Ability to communicate	37	57.8	18	28.1	3	4.7	6	9.4	3.34	SA
Collaboration skills	21	32.8	26	40.6	12	18.8	5	7.8	2.98	A
Management skills	15	23.4	34	53.1	13	20.3	2	3.1	2.97	A
Innovation and transformation skills	12	18.8	38	59.4	9	14.1	5	7.8	2.89	A
Emotional intelligence	12	18.8	38	59.4	9	14.1	5	7.8	2.89	A
Integrity	16	25.0	27	42.2	11	17.2	10	15.6	2.77	A
Ability to navigate increased risks	16	25.0	27	42.2	11	17.2	10	15.6	2.77	A
Vision	12	18.8	28	43.8	14	21.9	10	15.6	2.66	A
Ability to confront legacy practices	12	18.8	28	43.8	14	21.9	10	15.6	2.23	D

Source: Researchers' Field Survey, 2025

Decision Rule: If $\bar{X}$ is 1.0 to 1.74 = Strongly Disagree (SD); 1.75 to 2.49 = Disagree (D); 2.50 to 3.24 = Agree (A); 3.25 to 4.0 = Strongly Agree (SA).

Table 5 indicates that the respondents strongly agreed that the leadership qualities that contribute to personnel productivity is the ability to communicate ($\bar{X} = 3.34$). Also, the respondents agreed that collaboration skills ($\bar{X} = 2.98$), management skills ($\bar{X} = 2.97$), innovation and transformation skills and emotional intelligence ($\bar{X} = 2.89$). However, the respondents disagreed that ability to confront legacy practices ($\bar{X} = 2.23$) is not among the leadership qualities that contribute to personnel productivity their libraries. This implies that ability to communicate, collaboration skills, management skills, innovation and transformation skills and emotional intelligence are the leadership qualities that contributes to personnel productivity in polytechnic libraries in Kwara State.

It can be understood from the findings of this study that the respondents strongly agreed that ability to communicate contribute to their productivity in the library. Based on the researchers' understanding of the respondents and as it was revealed in the demographic table that majority of the respondents are librarian II and are BLIS holders, it crucial that they are equip with sound communication skills to be able to engage with their colleagues in order to be more effectively productive in the library. This was supported by Le (2015) identified the top five leader qualities which library leaders are not an exception as vision, integrity, management skills, collaboration skills and communication skills.

More so, it is interesting to discover that the respondents agreed that collaboration skills, management skills, innovation and transformation skills and emotional intelligence are the leadership qualities that contribute to personnel productivity in polytechnic libraries in Kwara

State. However, the point that emotional intelligence is leadership qualities that contribute to personnel productivity. It is of no doubt that emotional intelligence is the silent force that fuels effective leadership. Through self-reflection, library leaders gain insights into their own emotions, fostering a deep understanding that extends to their personnel. This notion supports the affirmation of Sobande (2023) that emotional intelligence translates into empathetic leadership, where understanding and managing emotions become second nature.

Furthermore, in a world where change is not only constant but often exponential, the ability of library leaders to adapt swiftly is a non-negotiable trait. The fast-paced nature of the business landscape, marked by technological advancements, geopolitical shifts and unforeseen global events, demands leaders who can navigate ambiguity with finesse (Sobande, 2023).

4.4.4: What are the challenges of leadership styles to personnel productivity in polytechnic libraries in Kwara State?

Table 6: Challenges of leadership styles to personnel productivity in polytechnic libraries in Kwara State

Options	SA		A		D		SD		$\bar{X}$	DR
	F	%	F	%	F	%	F	%		
Lack of creativity and imagination	21	32.8	32	50.0	8	12.5	3	4.7	3.11	A
Lack of communication skills	19	29.7	32	50.0	12	18.8	1	1.6	3.08	A
Lack of commitment to change	18	28.1	28	43.8	14	21.9	4	6.3	2.94	A
Technological issues	23	35.9	21	32.8	10	15.6	10	15.6	2.89	A
Administrative issues	12	18.8	38	59.4	9	14.1	5	7.8	2.89	A
Lack of self-development culture	16	25.0	27	42.2	11	17.2	10	15.6	2.77	A
Shortage of budget	12	18.8	28	43.8	14	21.9	10	15.6	2.66	A
Financial constraints	18	28.1	13	20.3	19	29.7	14	21.9	2.12	D

Source: Researchers' Field Survey, 2025

Decision Rule: If $\bar{X}$ is 1.0 to 1.74 = Strongly Disagree (SD); 1.75 to 2.49 = Disagree (D); 2.50 to 3.24 = Agree (A); 3.25 to 4.0 = Strongly Agree (SA).

Table 6 reveals that the respondents agreed that the challenges of leadership style to personnel productivity are lack of creativity and imagination ($\bar{X} = 3.11$), lack of communication skills ($\bar{X} = 3.08$), lack of commitment to change ($\bar{X} = 2.94$), technological and administrative issues ($\bar{X} = 2.89$). However, the respondents disagreed that financial constraints ($\bar{X} = 2.12$) is not among the challenges of leadership style to personnel productivity in their libraries. This implies that lack of creativity and imagination, lack of communication skills,

lack of commitment to change, technological and administrative issues are the challenges of leadership style to personnel productivity in polytechnic libraries in Kwara State.

Findings of this study show that lack of creativity and imagination is the major challenge of leadership styles to their productivity. The affirmation of the respondents is similar to the postulation of Pinfield, Rox and Butter (2017) who lamented that library leaders are risk-averse and lack creativity and imagination. This occurs when library leaders are not fully committed to change due to the possibility of failure. Library leaders need to be committed to change in order to be creative and imaginative which thus, enhance personnel productivity.

The other challenges revealed in this study are associated with the findings of the previous studies on influence of leadership styles on personnel productivity. Maciel, Kasper & Vanduinkerken (2018) reported that major factors inhibiting library leaders from enhancing productivity of their personnel are identity crises followed by communication issues, financial constraints and administrative issues. Also, the most challenging aspects of being an academic library leader were identified as trying to create awareness, lack of self-development culture and technological issues.

Furthermore, findings revealed that financial constraint is not a challenge of leadership style on personnel productivity in the respondents' libraries. This contradicts the notion of Ashiq, Rehman and Batool (2018) that the major factor inhibiting library leaders from enhancing productivity of their personnel is financial constraints. Library leaders couldn't afford the technological infrastructure to fully equip their personnel with relevant skills which will enhance their productivity due to insufficient fund.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarises the findings of this study, draws conclusion from those findings and makes appropriate recommendations. This chapter is arranged in the following order:

5.2 Summary of findings

5.3 Conclusion

5.4 Recommendations

5.2 Summary of findings

Results of this study revealed that:

1. Leadership styles adopted in polytechnic libraries in Kwara State are transformational leadership, purposeful leadership, transactional leadership, autocratic leadership and follower-focused leadership.
2. Transactional leadership, purposeful leadership, transformational leadership and visionary leadership are leadership styles that highly contribute to personnel productivity in polytechnic libraries in Kwara State.
3. Ability to communicate, collaboration skills, management skills, innovation and transformation skills and emotional intelligence are the leadership qualities that contributes to personnel productivity in polytechnic libraries in Kwara State.
4. Lack of creativity and imagination, lack of communication skills, lack of commitment to change, technological and administrative issues are the challenges of leadership style to personnel productivity in polytechnic libraries in Kwara State.

5.3 Conclusion

Libraries as hubs of information and knowledge need to possess a high degree of efficiency and effectiveness in the process of carrying out their services which centres on meeting the

diverse information needs of library users. It is as a result of the expected level of efficiency and effectiveness that the issue of leadership in libraries cannot be downplayed. This study has brought into fore that leadership styles influence personnel productivity in polytechnic libraries in Kwara State.

More so, library leaders in polytechnic libraries in Kwara State possess requisite leadership qualities such as ability to communicate, collaborate, manage, innovate and emotional intelligence that enable their personnel to efficiently and effectively carry out their services. Meanwhile, challenges such as lack of creativity and imagination, lack of communication skills, lack of commitment to change, technological and administrative issues are constraints to the influence of leadership style on personnel productivity in polytechnic libraries in Kwara State.

5.4 Recommendations

Based on the findings of this study, the following recommendations are hereby made:

1. Library leaders in polytechnic libraries in Kwara State should endeavour to be committed to change in their libraries. This will positively influence not only library personnel but the library as whole by embracing new ideas.
2. Management of polytechnic libraries in Kwara State and other stakeholders should endeavour to provide adequate ICT facilities for library personnel to fully harness their productivity in the library. If the library has this already, awareness should be made to encourage their use among the library personnel.
3. Management of polytechnic libraries in Kwara State and other stakeholder should collaborate to continuously train library leaders on leadership practices. This will enhance their creativity and imagination, boost leadership qualities and update their knowledge on the latest development.

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APPENDIX I
KWARA STATE POLYTECHNIC, ILORIN
INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY
DEPARTMENT OF LIBRARY AND INFORMATION SCIENCE

Questionnaire on “Influence of Leadership Styles on Productivity of Personnel of Polytechnic Libraries in Kwara State, Nigeria”

Dear respondent,

Request for Response to Questionnaire

I am a student of the above-named institution, carrying out research on the above-mentioned topic. My research is in partial fulfillment of the requirements for the award of National Diploma certificate in Library and Information Science (ND).

Your assistance is hereby requested for timely completion of this questionnaire. I am assuring you that all data provided will be treated with utmost confidentiality and used for academic purpose only.

Thank you for your anticipated cooperation.

Researcher

Section A: Demographic Characteristics of Respondents

Kindly select the option of your choice by ticking from the answers below

1. **Gender:** Male () Female ()
2. **Age range:** 25 – 34 years () 35 – 44 years () 45 – 54 years ()
55 – 64 years () 65 years and above ()
3. **Marital Status:** Single-parent () Married () Divorced ()
4. **Respondent Library:** Federal Polytechnic Library, Offa () Kwara State Polytechnic Library, Ilorin () Office Technology and Management ()
5. **Professional Cadre:** Assistant Librarian/Subject specialist (), Librarian I (), Librarian II (), Senior Librarian (), Principal Librarian (), Polytechnic Librarian ()
6. **Experience:** 0 – 4 years () 5 – 9 years () 10 – 14 years ()
15 – 19 years () 20 years and above ()
7. **Academic Qualification:** HND () BLIS (), MLIS (), PhD ()

Section B: Leadership Style Adopted in Polytechnic Libraries

What are the leadership styles adopted in your library?

Kindly tick (✓) SA for “Strongly Agree,” A for “Agree,” D for “Disagree” and SD for “Strongly Disagree.”

S/No	Options	SA	A	D	SD
1.	Purposeful leadership				

2.	Visionary leadership				
3.	Autocratic leadership				
4.	Transformational leadership				
5.	Laissez-faire leadership				
6.	Transactional leadership				
7.	Distributed leadership				
8.	Servant leadership				
9.	Follower-focused leadership				
Others, please specify.....					

Section C: Level at which leadership styles contribute to personnel productivity

What is the level at which leadership styles contribute to personnel productivity in your library?

Kindly tick (✓) VH for “Very High,” H for “High,” M for “Moderate” and L for “Low.”

S/No	Options	VA	A	M	L
1.	Purposeful leadership				
2.	Visionary leadership				
3.	Autocratic leadership				
4.	Transformational leadership				
5.	Laissez-faire leadership				
6.	Transactional leadership				
7.	Distributed leadership				
8.	Servant leadership				
9.	Follower-focused leadership				
Others, please specify.....					

Section D: Leadership qualities contributing to personnel productivity

What are the leadership qualities contributing to personnel productivity in your library?

Kindly tick (✓) SA for “Strongly Agree,” A for “Agree,” D for “Disagree” and SD for “Strongly Disagree.”

S/No	Options	SA	A	D	SD
1.	Emotional Intelligence				
2.	Vision				
3.	Integrity				
4.	Ability to communicate				
5.	Management skills				
6.	Collaboration skills				
7.	Innovative and transformative skills				
8.	Ability to confront legacy practices				
9.	Ability to navigate increased risk				
Others, please specify.....					

Section E: How leadership styles contributes to personnel productivity

How do leadership styles contribute to personnel productivity in your library?

Kindly tick (✓) SA for “Strongly Agree,” A for “Agree,” D for “Disagree” and SD for “Strongly Disagree.”

S/No	Options	SA	A	D	SD
1.	Through enabling personnel to accomplish goals				

2.	Through empowering personnel to develop strategic thinking				
3.	Through enabling personnel to tackle existing and possible future problems in the library				
4.	Enabling personnel to embrace innovation				
5.	Through encouragement and motivation				
6.	Enabling personnel to innovates new solutions				
7.	Through setting examples for achieving shared goals				
8.	Through fostering creativity and vision				
Others, please specify.....					

Section E: Challenges of leadership styles to personnel productivity

What are the challenges of leadership styles to personnel productivity in your library?

Kindly tick (✓) SA for “Strongly Agree,” A for “Agree,” D for “Disagree” and SD for “Strongly Disagree.”

S/No	Options	SA	A	D	SD
1.	Lack of communication skills				
2.	Financial constraints				
3.	Administrative issues				
4.	Lack of self-development culture				
5.	Technological issues				
6.	Lack creativity and imagination				
7.	Lack of commitment to change				
8.	Shortage of budget				
Others, please specify.....					