

# LEADERSHIP RELATED VARIABLES INFLUENCING JOB PERFORMANCE OF STAFF IN DELTA STATE POLYTECHNICS LIBRARIES, NIGERIA

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## ABSTRACT

*This study investigated the leadership related variables influencing job performance of staff in Delta State Polytechnics Libraries. The research employed a descriptive survey design. The population of this study consists of all the polytechnics library workers in Delta State; which include professionals, Para-professional and non-professionals. The population consists of seventy-five library workers. The instrument used for collecting data for this study was questionnaire entitled "leadership related variables influencing job performance questionnaire" (LRFIJPQ). Simple percentage was used for data analysis. The research revealed among others that participative and democratic leadership styles has more positive influence on staff performance. Hence, it is plausible to encourage among library leaders to adopt participatory and democratic leadership style in the management of library staff in their various institutions as this would enhance their staff performance.*

## INTRODUCTION

The term leadership means different things to different people. Although no ultimate definition of leadership exist (Yuki, 2002), the majority of definitions of leadership reflect some basic elements including "group", "influence and goal" (Bryman, 1992). Merely placing people together does not guarantee success in organisations that are comprised of individuals with diverse backgrounds and perceptions (Odgers, 2000). He further stated that the real challenge comes in effectively leading and motivating. He however describe leadership as that which involves exerting influence in a way that achieve the organisational goals, through enhancing the productivity and job satisfaction of the works. Jonny (2000) stated that leadership is the process of directing and influencing the task related activities of group members. This definition has some important elements. First, every leadership situation involves people - leaders and followers. By the voluntary consent or willingness to follow the leading members of the group help to define the status of the leader and make the leadership process possible. Secondly, all leadership

situations involve unequal distribution of power between the leader and group members. The third element in the definition is that all leaders must have some unique qualities that would enable them to influence the activities of group members. The kind of influence desirable should revolve around the behavior that has to positively change the work attitude of subordinates; such influence of the leader on subordinates must be seen to be a positive one. Ovbiagele (2004) opined that a leader is a person who gets things done by enlisting the efforts of others. It is noteworthy to mention that the perception of leaders about their subordinates influences a great deal the behaviour of the leaders.

McGregor (1960) as reported in Gibson, In Vancevich and Donnelly (2000) introduces the idea that the attitudes that managers hold about the nature of people will greatly influence their behavior. If library managers view their subordinates as being lazy, uncooperative and possessing poor work habits they will treat them accordingly. Likewise if managers see employees as hardworking, cooperative and possessing positive work habits, they will treat them in this manner. Performances lead to high productivity which in turn leads to growth and success of an organisation. The ability of an individual to accomplish activities that will lead to achieving a desired or stated goal is called performance. Once goals and objectives are achieved then the individual has performed. Krivanek (1999) sees employee performance as the need to meet "satisfactorily" or "exceeds" performance goals, an employee should have: ability, standards, knowledge and skills, feedback, environment and motivation factors to succeed. He further states that the above factors are crucial to an employee's success on the job, only one aspect-knowledge and skill can actually be improved by training.

Goleman, Boyatzis and McKes (2007) identified six styles of leadership that have different effects on the emotions of the target followers. They further explain that any leader can use any styles, and a good mix that is customized to the situation is generally the most effective approach. There are as follows: the visionary leader, coaching, affiliative, democratic, pace-setting and commanding leaders. Yukl (2002) identifies some leadership related factors as planning process of leaders, communication patterns, compliments received from leaders, attitude of leaders towards work, rewards, feedback, and career/professional developments of staff etc. Extensive survey investigation carried out by Ohene (1995) in the survey research centre at the University of Michigan observes that democratic leadership style leads to high productivity than authoritarian leadership.

Heifetz (2006) explains that leadership means influencing the community to follow the leaders vision. Otherwise leadership means influencing the community to face its problem in our situation in Nigeria we need both leaders (individuals and organizations) that can attract our followership, as well as communities (groups) that can define and address our problems. For any society to survive it must produce leaders or ordinary people who rise to occasion to lead the people to confront and modify their unrealistic expectations be these maladaptive, proactive, unsustainable

tastes, or plain old foolishness. Leadership is essentially guiding people to address their unrealistic expectations, and this involves communication and influence. Okigbo (2006) observes that without leadership, a society loses its soul, our profession loses its vision and our individual members will be like ships without rudder. He further explains that our goal should be for all to realise the leadership potential within us and have the courage to exercise leadership even when we are not in formal authority. In the course of this research work, effort will be made to investigate the extent of leadership styles influencing employee's job performance, leadership factor/traits that affect employee performance and the benefits of job performance enhancing factors.

Despite Delta State Government's effort to provide employment to library workers by establishing the three polytechnics in Delta State, attitudes of some of the staff to their leaders and their job performance undermine the sacrifices. Also, it is painful and annoying that in a state of acute unemployment prevalent in Delta State labour force which includes library professionals, paraprofessional and non professionals library workers, the way and manner some library workers employed in Delta State polytechnics discharge their duties had become a great concerns. These unwholesome behaviour ranges from non-challant attitude towards their jobs, flimsy excuse, loafing around, negligence of duties, outright insubordination to their leaders. This negative effect of the attitude of some of these workers had gravely affected the productivity and service delivery of the library that users most time become reluctant to use the library. With these, queries and warnings are issued regularly to check these behaviours, yet they continued unabated. These problems spurred the researchers to unravel the leadership related variables influencing job performance of staff in Delta State Polytechnic libraries. The aims of the study are (i) to find out if leadership styles influences job performance of the three Delta State Polytechnic library workers. (ii) explore leadership related variables/traits that influence job performance of library staff of the three Delta State Polytechnic libraries. The following research questions will be answered in the course of this research work.

- i. What type of leadership styles influence job performance of library employees of the three Delta State Polytechnic libraries?
- ii. What are the leadership related factors/traits that affect the library employee's performance of the three Delta State Polytechnic libraries?

## **METHOD**

The study employed descriptive survey research design. The population of the study comprises all the library workers in the three polytechnics; Delta State Polytechnic, Ogwashi-Uku(DSPG), Delta State Polytechnic, Ozoro (DSPZ) and Delta State Polytechnic, Oghara (DSPT). The population consists of seventy-five staff, professional, Para-professional and non professional. A structured questionnaire was developed and used for data collection using a four-point rating scale which was anchored on a variety of strongly agree, agree, strongly disagree and disagree with

items dealing with the leadership related factors influencing job performance of staff in Delta State Polytechnics Libraries. 75 copies of questionnaire were administered on the staff of the Delta State Polytechnic Library, Ogwashi-Uku, Delta State Polytechnic Library, Ozoro and Delta State Polytechnic Library, Oghare. The return rate of the copies of questionnaire issued was 100%. The completed copies of questionnaire were retrieved and analyzed using simple percentage.

## RESULTS AND DISCUSSION

**Table 1: Influence of Leadership on Job Performance.**

Leadership styles on job performance	Institutions	SA		A		D		SD		Total	
		No	%	No	%	No	%	No	%	No	%
Visionary leadership style	OG	12	42.9	8	28.5	4	14.3	4	14.3	28	100
	OZ	10	35.7	7	25	7	25	4	14.3	28	100
	OT	8	42.1	5	26.3	4	21.1	2	10.5	19	100
Coaching leadership style	OG	8	28.5	12	42.9	4	14.3	4	14.3	28	100
	OZ	7	25	10	35.7	7	25	4	14.3	28	100
	OT	5	26.3	8	42.1	4	21.1	2	10.5	19	100
Democratic leadership style	OG	14	50	12	42.8	1	3.6	1	3.6	28	100
	OZ	16	57.1	10	35.7	1	3.6	1	3.6	28	100
	OT	10	52.6	8	42.1	-	-	1	5.3	19	100
Pace-setting leadership style	OG	8	28.5	12	42.9	4	14.3	4	14.3	28	100
	OZ	7	25	10	35.7	7	25	4	14.3	28	100
	OT	5	26.3	8	42.1	4	21.1	2	10.5	19	100
Transformational leadership style	OG	12	42.9	8	28.5	4	14.3	4	14.3	28	100
	OZ	10	35.7	7	25	7	25	4	14.3	28	100
	OT	8	42.1	5	26.3	4	21.1	2	10.5	19	100
Commanding leadership style	OG	4	14.3	4	14.3	12	42.9	12	28.5	28	100
	OZ	7	25	4	14.3	10	35.7	7	25	28	100
	OT	2	10.5	4	21.1	8	21.1	5	26.3	19	100
Affiliative leadership style	OG	12	42.9	8	28.5	4	14.3	4	14.3	28	100
Participative leadership style	OG	18	64.3	8	28.5	1	3.6	1	3.6	28	100
	OZ	20	71.4	7	25	1	3.6	-	-	28	100
	OT	12	63.1	5	26.3	1	5.3	1	5.3	19	100
Laissez faire leadership style	OG	8	28.6	4	14.3	12	42.8	4	14.3	28	100
	OZ	7	25	7	25	10	35.7	4	14.3	28	100
	OT	5	26.3	4	21.1	8	42.1	2	10.5	19	100

*Source:* Survey, 2012

**Table 2: Leadership related variables/traits that affect library staff performance**

Leadership related factors/Traits	Institutions	SA		A		D		SD		Total	
		No	%	No	%	No	%	No	%	No	%
Planning process of leaders	OG	12	42.8	8	28.6	4	14.3	4	14.3	28	100
	OZ	10	35.7	7	25	4	14.3	7	25	28	100
	OT	8	42.1	5	26.3	2	10.5	4	21.1	19	100
Communication patterns	OG	14	50	8	28.6	4	14.3	2	7.1	28	100
	OZ	16	57.1	7	25	4	14.3	1	3.6	28	100
	OT	10	52.7	5	26.3	2	10.5	2	10.5	19	100
Compliments received from leader	OG	12	42.9	12	42.9	4	14.2	-	-	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	2	10.5	1	5.3	19	100
Attitude of leaders toward work	OG	12	42.9	12	42.9	4	14.2	-	-	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	2	10.5	1	5.3	19	100
Handling of staff welfare	OG	12	42.9	12	42.9	-	14.2	4	14.3	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	1	5.3	2	10.5	19	100
Career/professional development of staff	OG	14	50	8	28.6	4	14.3	2	7.1	28	100
	OZ	16	57.1	7	25	4	14.3	1	3.6	28	100
	OT	10	52.6	5	26.3	2	10.5	2	10.5	19	100
Subordinate suggestions	OG	4	14.3	8	42.1	12	42.9	4	14.3	28	100
	OZ	4	14.3	7	25	10	35.7	4	25	28	100
	OT	2	10.5	5	26.3	8	42.1	7	21.1	19	100
Working on task more pleasant	OG	8	28.6	-	-	12	42.9	4	28.6	28	100
	OZ	7	25	4	14.3	10	35.7	7	25	28	100
	OT	5	26.3	1	5.3	8	42.1	4	26.3	19	100

Treating staff equally	OG	12	42.9	12	42.9	-	-	8	14.3	28	100
	OZ	10	35.7	10	35.7	4	14.3	7	14.3	28	100
	OT	8	42.1	8	42.1	1	5.3	5	10.5	19	100
Explaining ways task should carried out	OG	12	42.9	8	42.1	8	42.1	4	-	28	100
	OZ	10	35.7	7	25	7	25	4	14.3	28	100
	OT	8	42.1	5	26.3	5	26.3	2	5.3	19	100
Deciding what and how things should be done	OG	12	42.9	12	42.9	4	14.3	-	-	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	2	10.5	1	5.3	19	100
Maintenance of definite standard performance	OG	12	42.9	4	14.3	4	14.3	8	28.6	28	100
	OZ	10	35.7	4	14.3	7	25	7	25	28	100
	OT	8	42.1	2	10.5	4	21.1	5	26.3	19	100
Work schedule	OG	14	50	8	42.1	4	14.3	2	7.1	28	100
	OZ	16	57.1	7	25	4	14.3	1	3.6	28	100
	OT	10	52.6	5	26.3	2	10.5	2	10.5	19	100
Delegation of responsibilities	OG	12	42.9	12	42.9	4	14.3	-	-	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	2	10.5	1	5.3	19	100
Supervising of workers	OG	12	42.9	8	28.6	4	14.3	4	14.3	28	100
	OZ	10	35.7	7	25	7	25	4	14.3	28	100
	OT	8	42.1	5	26.3	4	21.1	2	10.5	19	100
Provision of resources	OG	12	42.9	8	28.6	4	14.3	4	14.3	28	100
	OZ	10	35.7	7	25	7	25	4	14.3	28	100
	OT	8	42.1	5	26.3	4	21.1	2	10.5	19	100
Rewards	OG	14	50	8	28.5	4	14.3	2	7.1	28	100
	OZ	16	57.1	7	25	4	14.3	1	3.6	28	100
	OT	10	52.6	5	26.3	2	10.5	2	10.5	19	100
Feedback	OG	12	42.9	12	42.9	4	14.3	-	-	28	100
	OZ	10	35.7	10	35.7	4	14.3	4	14.3	28	100
	OT	8	42.1	8	42.1	2	10.5	1	5.3	19	100

**Source:** Survey, 2012

The findings revealed that librarians in the three polytechnic libraries adopt participative and democratic leadership styles. It also reveals that participative and democratic leadership styles have more positive influence on job performance. The study indicated that communication patterns, work schedule and rewards are some of the leadership related factors/traits that was observed that affect library employees performance.

## CONCLUSION

Based on the findings of this study, it was established that participative and democratic leadership styles should be encourage by librarians because it has a lot of influence on job performance. Productivity will increase if there are proper flow of communication patterns, work schedule and rewards to library staff. Finally the study concluded that staff from the three polytechnic libraries derived benefits from job performance enhancing factors. The findings of this study serves as the basis for making recommendations to librarians, library staff, the parent organisations and library users so that leadership related factors influencing job performance of library workers can be improved optimally. Accordingly the following recommendations are proffered. Librarians in polytechnic libraries in delta state should adopt leadership styles that can enhance employee/staff performance.

Democratic and participative leadership styles should be encouraged because from the study it was revealed that they positively influenced performance of workers.

They should encourage team work among library staff; it should be based on ability to perform and objectivity rather than subjectivity. They should motivate all library staff so that the best satisfaction can be derived from their job, by so doing performance will be sure. Establishment of good rapport or relationship with library workers. This will help to produce a healthy environment which will in turn lead to enhanced job performance.

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