



Leadership Styles and Service Delivery of Staff in Public Polytechnic Libraries in South-West, Nigeria

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Received: 3rd June 2025 - Revised: 17th May 2026 - Accepted: 30th May 2026

<https://doi.org/10.65861/glj.v31i2.3>

Abstract

Service oriented organisations are always concerned with the quality of their service delivery. Service delivery is a major yardstick in determining the relevance, effectiveness and significance of academic libraries. The study investigated the influence of leadership styles on the service delivery of polytechnic library staff in South-west, Nigeria. Survey research method using questionnaire was adopted to gather data for the study. The population of the study is three hundred and twenty-five (325) staff from twenty-three (23) public polytechnic libraries in South-west, Nigeria. Total enumeration technique was adopted for the respondents for the questionnaire. Quantitative data provided insight into the prominent leadership styles of library staff towards the quality of service delivered. Specifically, the finding revealed that autocratic (Means = 3.2648; SD = 0.628) and democratic (Means = 3.2457; SD = 0.508) styles are the prominent leadership styles adopted by the library staff in South-west, Nigeria. It was found that leadership style is positively related to service delivery ($r = .425$; $p < 0.05$). It was thus recommended that hybrid method should be employed by heads of libraries to provide effective library services since one type of a leadership may not produce the needed quality service delivery.

Keywords: Leadership styles, service delivery, Academic library, Polytechnic Library staff.

Introduction

Library as a service-oriented organisation provides extensive services to support the information needs of users ranging from collection development, resources organisation, information retrieval, loan services and provisions of access to digital resources and other assistance to support research and learning. Service delivery is therefore a major concern of every organisation especially when it is a service-oriented establishment like academic library. To achieve the objective of its setup, every organisation is therefore saddled with the responsibility of ensuring that its personnel offer effective services that meet the yearnings and aspirations of its customers. Effective service delivery could therefore be described as the foundation and pillar upon which an organisation stands. It is the determinant factors for organisational

success, customer satisfaction, loyalty, retention, competitive advantage and eventual survival and sustainability. Service delivery can be regarded as closely tied with leadership. Since the saying goes that, everything boils down to leadership; it is right to describe leadership as the driving force behind service delivery. Leadership role is to set a clear vision, instil confidence, and motivate employees towards the accomplishment of the organisational goals (Atiku, Collen, & Idris, 2023).

Service delivery can be described as actual provision of services to clients to meet their needs. In the library context, service delivery is the various activities carried out by the library personnel towards satisfying the information needs of their clients. Service delivery encompasses the range of services and resources provided by libraries to meet the information needs of

their users (Yaya & Adeeko, 2024). Service delivery can therefore be a tangible products or intangible services aimed at satisfying the needs of customers. Therefore, irrespective of the nature of service, organisational strong desire and determination to meet users' needs lead to service effectiveness and satisfaction.

Estevo (2016) opined that for effective library service delivery to be attained the librarians must be active and not passive in discharging their duties, and that competence and good knowledge of librarianship are a must. The features attributed to effective service delivery can be likened and described as expanded sheer characteristics of good information which must be delivered to prospective information seekers.

Service delivery is only effective when the consumer is satisfied with services offered. The implication of this is that library staff must strive to ensure that both written and unwritten desires of a user are met once they make a request for library service. Polytechnic library administration must do all within its capacity to ensure an environment that will make service delivery by library staff acceptable to the users. Delivery of high quality service is a function of leaders' ability to employ the various leadership styles depending on the situation at hand in any organisation (Odero, 2018). This now brings to the fore the role of leadership styles in service delivery of academic libraries.

Leadership, as defined by Igbaekemen (2014), is the management function concerned with continuous search for the best way to influence subordinates to achieve goals and objectives within the continuous process of coordinating man, money and material. It implies that leadership is not static and it should be continuously evolving and revolving with the mind to get the best for the organisation. Leadership, according to Bhargavi and Yaseen (2016), is the process of making and/or influencing others and being able to understand and agree about what has to be done, how it should be done, and how to facilitate individual and collective efforts to achieve the objectives that are being worked on. Leadership formulates appropriate policies and programmes for the wellbeing and survival of an organisation and monitors its implementation.

It is the responsibility of leadership to provide appropriate guidance to actualise the vision and mission of the library. Indeed leadership promotes teamwork and quality service delivery. In every organisation, leadership is responsible for setting priorities and driving strategies to attain objectives and goals (Aldehayyat, Almohtasb & Alsoboa, 2021).

Leadership styles, as reported by Aheruddin, Eryanto and Sariwulan (2024), have long been a topic of interest in organisational behaviour and management studies; since it plays a vital role not only in service delivery but generally in development. Adoption and use of appropriate leadership styles will lead to efficient and effective management of human and material resources for organisations to achieve their objectives. In the same vein, to provide effective information services to users, the adoption of appropriate leadership styles will pave way for quality service delivery in the polytechnic libraries.

Various leadership styles have been recognised by authors and scholars, and these include democratic, autocratic, participatory and laissez-faire leadership styles (Mensah, Addaquay & Davis, 2018). Each leadership style has its own distinct attribute and function well within expected situations (Milton & Al-Busaid, 2023). Apart from the three basic leadership styles of autocratic or authoritarian, democratic or participative and delegating, Bhargavi and Yaseen (2016) introduced what can be described as the fourth type of leadership style in their work as situational leadership.

This study focused on the three major leadership styles classified by researchers as autocratic, laissez faire and democratic styles. An effective leader in any organisation be it social, political, service or manufacturing entity, influences followers in a desirable manner to achieve the desired goals. Several studies such as Kalu and Okpokwasili (2018) and Joseph (2019), examined leadership styles in library settings but based on available literature to the researchers, it seems there is a dearth of literature on leadership styles and library service delivery. Therefore, this study investigated the influence of leadership styles on the service delivery of polytechnic libraries in South-west, Nigeria.

Objectives of the study

The main objective of the study is to investigate the influence of leadership styles on the service delivery of polytechnic libraries in South-west, Nigeria. The specific objectives are to:

1. identify the types of leadership styles adopted by the polytechnic library staff in south-west, Nigeria; and
2. investigate the perceptions of library staff about service delivery in polytechnic libraries in South-west, Nigeria;

Hypothesis of the study

The following hypothesis was tested at 0.05 level of significance

Ho1: There is no significant relationship between leadership style and service delivery among staff of polytechnic libraries in South-west, Nigeria.

Methodology

The study adopted descriptive survey design of quantitative method. This method describes, observes and document the situation that is being studied. Quantitative approach was adopted to be able to carry out statistical analysis so there can be correct perspective of the situation. A questionnaire titled leadership and service delivery in academic library was developed to gather data from respondents. The leadership questions were adapted from Donald Clark's 1998 survey questionnaire but was reviewed and updated in 2015. The section on service quality was adapted from SERVQUAL questionnaire to suit the purpose of this study. The new questionnaire was subjected to reliability test and the result is 0.81 and 0.77 for leadership and service quality respectively. The study covers public polytechnics in six states from the South-west geo-political zone of Nigeria. Public polytechnics refer to polytechnics that are owned and managed by Federal Government of Nigeria or the state government. The affected public institutions are 23 in number. The population of the study consisted of 325 polytechnic library staff from the study zone. Total enumeration approach was adopted due to the small number of respondents that could be managed by the researchers. Consequently, 325 copies of questionnaire were administered while 266 copies were retrieved and found valid for analysis. The researchers divided the institutions among themselves based on proximity and familiarity with the affected institutions in ensuring there is timely completion of the questionnaire and proper follow up. This greatly enhanced the fairly high level of respondents' rate. On Ethical considerations, there is an informed consent for all the participants to ensure them of the privacy of the data supplied and at the same time all the sampled institutions were also well informed with a consent form duly signed by the head of the library to ensure that their information will only be used for academic purposes.

Review of related literature

Leadership styles have long been a topic of interest in organisational behaviour and management studies. Various theories have been proposed to explain how

leadership styles influence organisational outcomes, including employee satisfaction, commitment, and overall performance (Aheruddin, Eryanto, & Sariwulan, 2024). Leadership comes in many different shapes and forms, but the consensus is that there is no one way to lead (Wilson, 2020). The different shapes and forms of leadership are known as leadership styles. Bhargavi and Yaseen (2016) defined leadership style as the manner and way of providing and implementing plans, directing and motivating people.

An investigation of autocratic leadership style and obstacle to success in academic libraries carried out by Joseph (2019) through literature review, revealed that higher institutions' leadership exhibited autocratic leadership style. The study believed autocratic leadership style does not allow idea generation to problem solving; and it was therefore suggested that educational leadership should exercise caution in the adoption of autocracy in managing their institutions.

Ukaidi (2016) opined that managerial or leadership style goes a long way to influence organisation's operations. The author further stated that effective managerial style has the ability to increase productivity - the productivity depends on the type of goods and/or services that is provided by the organisation. Democratic style was reported as contributing significantly to the organisational performance. The contribution of democratic leadership-style was found to be higher than that of autocratic and laissez faire styles. The research outcome indicated that leadership style affects greatly on the performance of an organisation's output. With proper leadership styles, organisations will perform creditably well. Performance in most organisations is dependent on the level of harmony, sense of responsibility and commitment from the staff.

Good leadership style will boost employees' morale, and a positive impact is created in the growth of the organisation (Uchenwangbe, 2013; Longe, 2014). The availability of quality leadership styles in an organisation could boost her competitive advantage, supporting market share expansion whereas lack of effective leadership may result in revenue loss, lack of competitive advantages, or reduction in profit (Codagnone, 2021).

Moyosade, Okhakhu and Fasae (2025) reported that major library managers adopted democratic, autocratic and laissez-faire more as the leadership styles with the democratic leadership style being the most prominent. It was further reported that leadership styles significantly influence the library practices and

services. This showed that leadership styles impact every facet of library operations. The various leadership styles will play significant role in the daily operations of the library. Managers of the library should employ the right mix of leadership style in the discharge of their duties is another finding by the authors.

Akidi and Chukwueke (2020) in a study conducted in Imo state Nigeria found that the major leadership styles adopted by university librarians are mainly autocratic, democratic and transformational. The findings further revealed that transformational leadership styles was mostly adopted, followed by democratic leadership style. This shows the importance of leadership as influence on people. The leaders must be ready to carry their followers along to get the best result.

On influence of effect of leadership styles on service delivery, Akidi and Chukweke (2020) revealed that leadership styles is a major factor that affect library staff productivity. Library staff productivity includes the various services provided by the library staff along the line of other work requirements. The authors propose that library heads should adopt leadership styles that promote good relationship or two-ways communication between library heads and staff. Staff of library will definitely work better where there is a good environment - the good environment is a function of the atmosphere created by the leaders due to the leadership styles.

Afrina, Masruri et al. (2025) described leadership competence among library staff as an indispensable requirement for library service delivery in the digital age. It further shows the need to engage technology in the practice of leadership in the digital age to get the desired result. Different leadership styles were reported to show effectiveness in different aspect of library staff delivery of their services. This shows that academic library heads must be able to identify the best leadership style for their operations. Also academic library leaders must know how to adapt or adopt right leadership style for maximum accomplishments.

For effective service delivery in any organisation, staff satisfaction is expected to play a very crucial part, as motivated staff will be happy to discharge their duty qualitatively. This was corroborated in the work of Gbotoso and Oboh (2025) that library heads must adopt leadership styles that promote motivation, unity and energy among the staff which will invariably increase their motivation and in-turn increase the services delivered to users. The peculiarity of the library was identified in their work and a positive

correlation was found between leadership styles and job satisfaction. Job satisfaction invariably means the staff are performing maximally and the users will equally be satisfied. Job satisfaction within the library context deals majorly with the way librarians attend to users with some other administrative work.

On leadership styles and management of libraries, Obi (2021) asserted that transformational and democratic leadership styles were more commonly adopted by leadership of library in the selected population and a strong correlation was found between the two leadership styles mentioned and management outcomes. Quality management outcomes of any library is ability to support the mother institution's objectives which is to support teaching, learning and research through provision of quality library services. It was concluded that leadership style is a dominant factor in good library management and service delivery.

Yaya and Adeeko (2024) conceptualised service delivery as an holistic approach targeted at empowering users and academic communities through the provision of necessary knowledge, services, resources and facilities aimed at fulfilling their goals and objectives. In the same vein, Agoh and Omekwu (2021) opined that service delivery in the library is set of activities and processes deployed with the library targeted at meeting users' information and resources need with the aim of increasing productivities and activities of the library users.

Quadri et al. (2024), in a study carried out on investigating work environment for service delivery among library personnel in academic library, noted that conducive work environment is a critical factor among academic librarians to provide effective service delivery. The work environment of any staff in any organisation and library includes the leader's attitude, skill and methods of administering the work environment, which invariably means the leadership style of a leader determines the quality of services delivery provided by librarians.

Sahabi and Ogunbote (2021) upheld that within Kaduna State University library, leadership style is an important element in provision of effective and efficient library service delivery. Transactional leadership style was affirmed as the most common and was effective on library service delivery. Recommendations were made that library heads should adopt more leadership styles so as to increase the level of effectiveness and efficiency of services provided. Human beings naturally need to be guided, monitored and/or assisted to work

effectively on most cases and the means of assisting people to do what is expected of them is what is now known as leadership styles.

Critical Success Factor

Daniel (1961) proposed that certain factors are decisive in the success of any company and they are denoted as critical success factors. This proposition was later expanded by Rockart (1979). Bullen and Rockart (1981) refined these factors as the core areas that should be explored if an organisation will survive in a competitive environment.

Rockart (1979) distinguished five major sources of critical success factors as industry, competitive strategy and industry position, environmental factors, managerial position, and temporal factors.

Table 1: Definition of critical success factor variables for an organisation

	Critical Success factor	Components
1.	Industry	Characteristics, technology employed, product characteristics.
2.	Competitive strategy and industry position	History and competitive positioning.
3.	Environmental factors	Macroeconomic influences such as demographics, economic and government legislative policies.
4.	Temporal factors	Lack of managerial expertise or skilled workers.
5.	Managerial position	Functional managerial position.

Sources: Extracted from Rockart's (1979) critical success factor themes

The critical success factor is a set of facts or influences that contribute to the success or failure of a project, business, or service. Success factors have also been described as contributors to management systems with the intention of directly or indirectly contributing to the success of a business or service. Critical success factors are not just contributors to the success of a business or service but the most significant factors or influencers of the success of the business or service. They are to be properly selected from the onset of the business or service (Zaini & Endut, 2015).

Rockart - the promoter of the critical success

factor model stated that there are limited areas in which an organisation needs to perform satisfactorily to be able to ensure the competitive performance of the organisation. The main aspects can vary from three to six factors, which requires careful and consistent attention from management to achieve the organisational goals. The critical success factor was initially conceptualised as a way to determine the major information needs of the top managers (Rockart, 1979). This concept in recent years has been adopted for many other purposes such as performance evaluation, planning and determination of information requirements (Peffer et al., 2003).

On the use of critical success factors in the library or information environment, Rasuli et al. (2019) carried out a systematic review of the critical success factors for implementing electronic theses and dissertations in academic libraries. The Rasuli et al. (2019) study retrieved 831 articles from different databases including journal papers, conferences, symposiums, and book chapters. In carrying out the systematic review, the authors found that five main dimensions or factors were needed for a successful implementation of electronic theses and dissertations. The five dimensions are management and organisation, participation, content, technology, and service.

Conceptual Model

From the critical success factor model, five major components are necessary for effective performance of any organisation. For library and information organisation, service delivery is one major performance index. Due to constraint of resources, the research has focussed on one major factor that affects organisational performance and this is managerial position. The place of human resources especially leadership which is managerial position is very important in the success of any organisation. It is therefore conceptualised that leadership styles (managerial position) is directly correlated with service delivery.



Presentation of Results

Research question 1: What are the types of leadership styles adopted in polytechnic libraries in South-west, Nigeria?

Table 2 presents leadership styles adopted by heads of polytechnic libraries in South-west, Nigeria.

Table 2: Leadership-style adopted by heads of polytechnic libraries in South-west, Nigeria

S/N	Descriptive Statistics	N	Mean	Std.D
Statements on Democratic style of Leadership:				
1.	Leaders always try to include one or more staff in determining what to do and how to do it.	266	3.3910	.489
2.	Leaders ask for staff ideas and input on upcoming plans and projects	266	3.2782	.449
3.	When things go wrong leaders use to create a strategy to keep a project or process on schedule, leaders call a meeting to get staff advice	266	3.7218	.449
4.	Leaders create an environment where other staff take ownership of the project. Leaders allow staff to participate in the decision-making process	266	3.1316	.501
5.	Leaders ask staff for their visions of where they see their jobs going and then use their vision where appropriate	266	3.0677	.252
6.	Leaders allow staff to set priorities with guidance	266	3.1842	.388
7.	When there are differences in role expectations leaders work with staff to solve the differences	266	3.3947	.613
8.	Leaders like to use their power to help subordinates grow	266	2.7970	.925
WEIGHTED MEAN = 2.50			3.2457	.508
Autocratic style of Leadership Statements:				
9.	Leaders always retain the final decision-making authority within my department or team	266	3.2293	.636
10.	Leaders do not consider suggestions made by staff as leaders do not have the time for them	266	3.0301	.810
11.	Leaders tell staff what has to be done and how to do it	266	3.0075	.782
12.	When staff makes a mistake, leaders make a note of it, and tell such staff not to ever do that again	266	3.2970	.458
13.	New staff are not allowed to make any decisions unless it is approved by leaders first	266	3.1391	.721
14.	When something goes wrong, leaders tell staff that a procedure is not working correctly, and leaders establish a new one	266	3.6128	.488
15.	Leaders closely monitor staff to ensure they are performing correctly	266	3.3120	.464
16.	Leaders like the power that they hold over subordinates	266	3.4173	.640
17.	Leaders believe that staff must be directed or threatened with punishment in order to get them to achieve the organisational objectives	266	3.3421	.626
WEIGHTED MEAN = 2.50			3.2648	.625
Statements on Laissez-Faire style of Leadership:				
18.	Leaders and staff always vote whenever a major decision has to be made	266	3.0677	.252
19.	For a major decision to be approved in my library, it must have the approval of each individual or the majority	266	2.7669	.588

20. To get information out, leaders send email, memos, or voice mail; very rarely is a meeting called. Staff are then expected to act upon the information	266	3.3421	.678
21. Leaders allow their staff to determine what needs to be done and how to do it	266	2.9286	.625
22. Workers know more about their jobs than the leader, so leaders allow staff to carry out the decisions to do their job	266	3.0639	.542
23. Leaders delegate tasks in order to implement a new procedure or process	266	2.5489	.782
24. Each individual is responsible for defining their job	266	3.1880	.616
25. Leaders like to share their leadership power with subordinates	266	2.7932	.786
26. Staff have the right to determine their own organisational objectives	266	2.3120	1.128
27. Staff can lead themselves just as well as leaders can	266	3.2256	.397
WEIGHTED MEAN = 2.50	266	2.9240	.527

All the items of the questionnaire under leadership style were placed on Likert scale of four with the option of Strongly Agree, Agree, Disagree and Strongly Disagree. The mean weighted value was 2. The results obtained on each of the items of leadership styles indicated that all the items were significant because they were greater than the weighted average value of 2.00. The results in Table 2 further revealed democratic leadership style values as (no 266; Mean, 3.2457; and SD = .508). The results for autocratic leadership style revealed (no 266, Mean, 3.2648; and SD = .627) while laissez-faire leadership style revealed (no 266, Mean, 2.9240; SD = .527). The results here implied that the autocratic leadership style seemed to be the prominent leadership style adopted in polytechnic libraries in South-west, Nigeria. The practice of autocratic leadership behaviour among polytechnic library staff was closely followed by the democratic leadership style and lastly was the laissez-faire leadership style.

Research question 2: What are the perceptions of the library staff about service delivery in polytechnic libraries in South-west, Nigeria?

Table 3 presents the perceptions of the polytechnic library staff on the service delivered in South-west, Nigeria.

Table 3 Perceptions of the polytechnic libraries staff on the service delivered in South-west, Nigeria

S/N	Perception Statement	SA	A	D	SD	Mean	SD
Reliability							
1	When we promise to do something by a certain time, we do so.	184 (69.2%)	82 (30.8%)	0 (0%)	0 (0%)	3.6917	.46265
2	We show sincere interest in solving our users' problems.	96 (36.1%)	108 (40.6%)	62 (23.3%)	0 (0%)	3.1278	.76146
3	We perform services right the first time.	82 (30.8%)	166 (62.4%)	18 (6.8%)	0 (0%)	3.2406	.56502
4	We provide services at the time required/ promised.	79 (29.7%)	125 (47.0%)	62 (23.3%)	0 (0%)	2.8308	1.09783
5	We provide correct/accurate information to library users.	122 (45.9%)	82 (30.8%)	62 (23.3%)	0 (0%)	2.9925	1.18160
						15.8834	3.30711
Responsiveness							
6	We provide prompt services to library users.	154 (57.9%)	112 (42.1%)	0 (0%)	0 (0%)	3.5789	.49466

7	We are always willing to help library users.	154 (57.9%)	112 (42.1%)	0 (0%)	0 (0%)	2.9774	.76199
8	We are never too busy to respond to users' requests/questions.	126 (47.4%)	140 (52.6%)	0 (0%)	0 (0%)	3.4737 10.03	.50025 1.7569
Assurance							
9	Users' behaviour instils confidence in us.	184 (69.2%)	82 (30.8%)	0 (0%)	0 (0%)	3.6917	.46265
10	We can be trusted by our users.	70 (26.3%)	134 (50.4%)	62 (23.3%)	0 (0%)	2.7970	1.07640
11	We have the required knowledge to answer our users' requests/questions.	75 (28.2%)	129 (48.5%)	62 (23.3%)	0 (0%)	2.8158 9.3945	1.08849 2.62754
Empathy							
12	We give individual attention to our users.	134 (50.4%)	70 (26.3%)	62 (23.3%)	0 (0%)	3.0376	1.20004
13	We have library users' best interests at heart.	74 (27.8%)	192 (72.2%)	0 (0%)	0 (0%)	3.2782	.44895
14	We understand the specific needs of library users.	133 (50.0%)	133 (50.0%)	0 (0%)	0 (0%)	3.5000	.50094
15	We have convenient working hours.	75 (28.2%)	111 (41.7%)	62 (23.3%)	18 (6.8%)	2.9135 12.7293	.88384 3.03377
Tangibles							
16	We have up-to-date equipment and information sources.	83 (31.2%)	121 (45.5%)	62 (23.3%)	0 (0%)	3.0789	.73547
17	The materials used in the workplace are visually appealing.	39 (14.7%)	205 (77.1%)	22 (8.3%)	0 (0%)	3.0639	.47549
18	The work environment is comfortable and attractive.	21 (7.9%)	134 (50.4%)	49 (18.4%)	62(23.3%)	2.4286 8.5714	.93394 2.1449

Table 3 presents results on the perceptions of staff in polytechnic libraries in South-west, Nigeria on rendered services. The results showed that the values of strongly agree and agree to all the items on reliability, responsiveness, empathy, assurance and tangibles were higher than the weighted average of 2.50 except for the last item on tangible which was a bit lesser than the weighted mean. This was shown with the values (Reliability, Mean 15.8834 SD 3.30711; Responsiveness, Mean 10.03 SD 1.7569; Assurance, Mean 9.3945 SD 2.62754; Empathy, Mean 12.7293, SD 3.03377; Tangibles, Mean 8.5714, SD 2.1449). The results implied that the best service perceived by the library staff was reliability in the service delivered followed by empathy and staff responsiveness. This was followed by assurance. Tangibility in service was the last.

Hypothesis of the study

Hypothesis: There is no significant relationship between leadership style and service delivery among staff of polytechnic libraries in South-west, Nigeria.

Table 4 presents relationship between leadership styles and service delivery of polytechnic library staff in South-west, Nigeria.

Table 4: Relationship between Leadership styles and Service Delivery

Variables	N	Mean	St. Dev	Df	R	P	Sig
Leadership styles	266	84.5902	4.74574				
Service Delivery	266	56.5188	9.06755	264	0.425	.000	Sig

Table 4 shows the relationship between leadership styles and service delivery among staff in polytechnic libraries in South-west, Nigeria. Using product moment correlation, the finding reveals that leadership styles ($r = .425$; $p < 0.05$) has a significant relationship with the service delivery among staff of polytechnic libraries in South-west, Nigeria. The finding implies that there is a positive relationship between leadership styles and service delivery of staff working in polytechnic libraries in South-west, Nigerian.

Discussions of results

The result of the quantitative findings revealed that autocratic leadership style seems to be the most prominent leadership style adopted in polytechnic libraries in South-west, Nigeria. The practice of autocratic leadership behaviour among polytechnic library staff is closely followed by democratic leadership style. The finding revealed that autocratic and democratic leadership styles are the most prominent leadership style adopted in polytechnic libraries in South-west, Nigeria. Lazier-fare was also used to a good extent as it has value well above the median value of the scale. This finding corroborates the study of Joseph (2019) whose outcome of investigation revealed that leaders in institutions of higher education have been observed to be exhibiting autocratic leadership style. The finding believed that autocratic leadership style prevents the use of creative ideas to problem solving; and therefore suggested that leaders should learn to exercise restraint in the use of the style in the running of their institutions.

This finding further agrees with Chikwanda (2021) study on an empirical examination of leadership styles in colleges of education that principals were predominantly using autocratic and to a small extent democratic, laissez-faire and instructional leadership styles. The finding believed that autocratic leadership

style had repercussions on how colleges were run and on creation of conducive teaching and learning environments. This implied that adoption of mixed leadership styles would become a necessity.

However, the above findings contradict the results of Akparep, Jengre and Mogre (2019) whose study outcome established that the organisation investigated majorly used democratic leadership style in its operations believing that the democratic leadership style being practiced has had an appreciable influence on the operations and performance of the organisation. The recommendation from the study of Akparep, Jengre and Mogre (2019) that management of the organisation applies more of democratic and mix it with other leadership styles was affirmed by this research. The usage and adoption of hybrid leadership style, which requires the blending of different attributes will addresses the challenges of leadership being experienced in organisations has been advocated for by Chikwanda, (2021). In the light of a more complex approach, Pizzolitto, Verna and Venditti (2023) supporting the adoption and practice of hybrid leadership styles suggested that the scientific debate has to concentrate on hybrid leadership styles and their effects on performance.. It has been suggested that for any organisation to be successful, the three types of leadership styles - autocratic, laissez faire and democratic must be implemented (Bhargavi & Yaseen, 2016). It has to be balanced in such a way that none may have to be dominant. It should be noted that no single leadership-style is the best for any organisation to achieve the best performance from the staff and by extension the organisation (Omolayo, 2007). This is because there are variation in human reactions and attitudes in different organisations and in different times. Management must study and understand the leadership styles that will be appropriate per time, unit, section or department.

Leadership styles significantly influenced service delivery of library staff in polytechnic libraries in South-west, Nigeria. This finding is in agreement with the outcomes of the results of Sari, Hustia, Permana and Lestari (2023) study on the influence of leadership, competence and work discipline on employee performance and reported a significant partial influence of leadership and competence on employee performance effectiveness.

There is a positive relationship between leadership styles and service delivery of staff working in polytechnic libraries in South-west, Nigerian. The findings here corroborate that of Thiong'o and Minja (2023), who reported that leadership practices generally and significantly influenced performance. This study is also in agreement with Hamour (2023) whose finding indicated that both transformational and transactional leadership styles have an effective role in job succession and creative behaviour. Udin (2023) findings also supported the current study outcome that leadership styles positively contribute to the employee performance, job satisfaction, organisational commitment, employee engagement, business strategy, and organisational innovation and creativity.

Similarly Ukaidi (2016) reported that managerial or leadership-style goes a long way to influence organisation's operations. The author further stated that effective managerial style has the ability to increase productivity - the productivity depends on the type of goods and/or services that is provided by the organisation. Democratic style was reported as contributing significantly to the organisational performance. The contribution of democratic leadership-style was found to be higher than that of autocratic and laissez faire styles.

Koech and Namusongo (2012) revealed that organisations' leadership styles have great influence on the performance of organisations causing improvements in performances and employees outcomes is also in tandem with the current finding. Good leadership-style will boost employees' morale, and a positive impact is created in the growth of the organisation (Uchenwangbe, 2013; Longe, 2014). The presence of valuable leadership styles, Codagnone (2021) equally believed, could enhance an organisation's competitive approach, contributing to increased market share while the drawback of an absence of effective leadership may lead to loss of revenue, competitive disadvantages, or decreases in profitability. The current study revealed that leadership styles have an influence on service

delivery in polytechnic libraries in South-west, Nigeria.

Conclusion and Recommendations

The study findings revealed that autocratic and democratic leadership behaviours were the prominent leadership styles adopted in polytechnic libraries in South-west, Nigeria. Leadership styles significantly influenced service delivery of library staff in polytechnic libraries in South-west, Nigeria. There is a positive relationship between leadership styles and service delivery of staff working in polytechnic libraries in South-west, Nigerian.

The study concludes that there is a positive linear relationship between leadership styles and service delivery. The choice of effective leadership styles is therefore sine qua non to provision of quality service delivery in the polytechnic libraries in South-west, Nigeria. Library heads should from time to time assess their leadership style to ensure that the right quality of service is being delivered. It can be inferred that quality service delivery in library and information centre is directly correlated to the type or effectiveness of the leadership style adopted.

However, it must be noted that there is no single best leadership style that could be employed in the management of organisations. Therefore, combination of leadership style otherwise known as hybrid leadership styles which can be applied as the situation demands is best suitable for the polytechnic libraries and it is hereby recommended for adoption. There is no doubt that leadership participation and engagement with staff is extremely important in all aspects of service delivery in polytechnic libraries. This will certainly guarantee staff participation and introduction of genuine and innovative ideas that will promote efficient and effective service delivery.

It is therefore recommended that library heads need to have a good grasp of the various leadership styles and be able to implement them as the case may be within their library. Hybrid leadership is recommended because there can never be two libraries that will be the same, whether by the leaders, other staff and users. Situation within any library at every point in time can never be the same, so library managers should be able to adapt and adjust to the most appropriate leadership style in order to achieve their objectives.

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Conflict of Interest

No conflict of interest was disclosed