

**LEADERSHIP STYLES AND JOB SECURITY AS PREDICTORS
OF STAFF PRODUCTIVITY IN POLYTECHNIC LIBRARIES IN
SOUTH-EAST, NIGERIA.**

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Abstract

The researchers examined “Leadership styles and job security as predictors of staff productivity in polytechnic libraries in South-East, Nigeria”. The study was guided by two research questions and two null hypotheses. A correlation research design involving simple linear correlation was adopted for the study. The population of the study consists of one hundred and sixty (160) professional and para-professional library staff of seven polytechnic libraries in South-East, Nigeria which was also used as the sample of the study. A researchers’ made questionnaire rated with 4-point scale and titled: Leadership styles and Job Security as predictors of Staff Productivity in Polytechnic Libraries in South- East, Nigeria (LSJPPPL) was used for data collection. The research instrument was validated by specialists from Library and Information Science, and Measurement and Evaluation. The reliability of the instrument was obtained through trial testing and analyzed with Cronbach alpha statistics which gave an index of 0.89. The research questions were answered using Pearson (r) and the hypotheses tested using t-test statistics at 0.05 alpha level of significance. The findings revealed that: there is significant positive and moderate relationship between leadership styles, job security, and library staff productivity in the libraries studied. The researchers recommend that: the management of polytechnic libraries should ensure that they carry along every staff in their leadership and provide feedback to the staff regularly since this influenced the staff productivity and also the library management and the managements of the polytechnics should assure the library staff of their job security so as to positively influence their staff productivity.

Keywords: Leadership Style, Job Security, Staff Productivity, Polytechnics, Libraries, South-East, Nigeria

Introduction

The human factor is an essential part of library resources. In line with this statement, Gbemi-Ogunleye, Alegbeleye, Unegbu and Babalola (2020) opine that library staff occupy a major position in the polytechnic system as they ascertain what to acquire, handle the acquired materials, and disseminate the processed information to the library patron under the guidance of the polytechnic librarian. How well these services are rendered depends on how well the human resources are coordinated or managed. Accomplishing the objectives of a polytechnic library requires a competent, well-motivated and well-focused workforce. In the polytechnic system, libraries are established to provide high quality information services in support of teaching and research for the staff members and community where it is located, as well as acquisition of knowledge of the students. For the optimal performance of the library staff, they need to be effectively directed by their leaders.

Polytechnic library is a complex organization that has its own objectives. It has hierarchical structure, official decision making structure, official decision making processes, institutional policy and routines to enable it achieve goals. Leadership is about relationships. Akinyemi and Ifijeh (2013) state that leadership and leaders play important roles in the moral attitude and well-being of staff and good leadership is paramount to the satisfaction and commitment of an employee. It is about building teams and developing their ability to make skillful decisions. The leadership style adopted by the leader plays an important role in achieving performance of the organization as well as job commitment of employees therein. Hoerr (2016) maintains that leaders change organizations, great leaders change people. Leadership styles vary with personality and situational needs. Various leadership styles have been identified and these include: autocratic, democratic, transformational, transactional, laissez-faire and charismatic among others. Different leadership styles have impacts on the staff and how they go about their duties.

Library staff needs to be assured of their security on the job they are performing. The library staff are the fuel of the library and without them, the organization will not perform well. They complete every task that is necessary for the success of the library in particular and the academic community in general. Hence, they are needed to ensure that different tasks are carried out, and that the library functions with ease and mobility. Thus, employees should be valued and taken care of. Hendarti, Wibowo and Maas (2021) posit that job security is a conscious managerial decision, whereby, more employees of an organization are made up of permanent staff, whose stability of tenure is assured, and, on whom due process has to be applied if they must be relieved of their jobs; as against casual and temporary staff who could be disengaged abruptly. Ogubanjo (2021) opines that job security can be referred to as attachments to the jobs by employees. It makes employees loyal and committed to their organizations because employees with a high sense of security in organizations have a high sense of regards for their organizations, consider them as theirs, and have passionate feeling for them. Without job security, staff would feel that the organization does not think about them, and that they do not

have any significance in the company at all. Assurance of job security has the tendency of increasing productivity in organizations.

Productivity is conceptualized in this study to mean the ability to produce an item or service in the organization. Also, it 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, labours, material and machines. Yaya, Opeke and Onuoha (2016) see productivity as the ability to produce an item or service in the organization. The authors also sees productivity as the effort that an individual employee exerts towards the general production of goods and services of the organization with the least input of labor, material and machines.

The difference between input and valuable output is called productivity. This could be high or low, when the output is less than the input, productivity is low and when the output is more than the input, productivity is high. Attainment of high productivity is of primary concern to the management and employees of most organizations including the polytechnic libraries. Staff productivity is generally acknowledged as a necessary factor that enhances the growth and development of every organization in the human society, and the polytechnic library is not exempted (Yaya, Opeke & Onuoha, 2016). Sheaham (2013) links productivity to employee morale. According to him, productivity increases when employees are happy at work and have more motivation, poor morale causes employees to be disengaged. The foregoing therefore brought to focus the need for this study on how leadership styles and job security predicts staff productivity in polytechnic libraries in South-East, Nigeria.

Statement of the Problem

Library staff and library services are so crucial to the academic community that it cannot function effectively without them. To achieve the objectives of the library, the staff have a veritable role to play. However, despite these important roles expected of library staff, some of them still exhibit poor attitude towards their work and those they serve. This attitude exhibited by some library staff might be linked to the type of leadership style adopted and the state of their job security. All these may lead to lack of commitment to work which may reduce their productivity below expectations. This, however, will affect meeting the information needs of library users thereby hindering the general progress in research, scholarship and institutional development. Therefore, the problem of this study is to assess these factors and how they may affect staff productivity in libraries.

Research Questions

The following research questions were posed to guide this research:

1. What is the coefficient of relationship between leadership style and staff productivity in polytechnic libraries in South-East, Nigeria?
2. What is the coefficient of relationship between job security and staff productivity in polytechnic libraries in South-East, Nigeria?

Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance:

H₀₁: The coefficient of the relationship between leadership style and staff productivity in polytechnic libraries in South-East, Nigeria is not significant.

H₀₂: The coefficient of the relationship between job security and staff productivity in polytechnic libraries in South-East, Nigeria is not significant.

Literature Review

Leadership Style

Leadership is an important aspect in human resources management. The styles that leaders, either the polytechnic management or the library management adopt in the daily administration of the polytechnic library will have effect on the human resources in the library (Idiegbayan-Ose, 2018). Research has shown that there are different styles of leadership that are available for leaders to adopt and that leadership styles affect employee/librarians job commitment in polytechnic libraries. Leadership has a direct cause and effect relationship upon organization and their success. Library leaders directly affect everything, from patron experience to successful execution of stated missions, including resource allocation, services offered and collection development strategies. There are various leadership styles which exist. According to Davis and Newstrom as cited in Ogba (2013), the way in which a leader uses power displays a type of style. Each style has its merits and disadvantages. A leader may combine different styles over a period of time but one style is usually dominant.

Leadership styles employed are determinants to the level of effectiveness in any organization and thereby affecting the level of commitment and zeal of individuals in the organization (Segun-Adeniran, 2015). Dairo (2014) reiterated that research show that high level of problems experienced in any establishment are employee related issues and that good leadership always profit the organization in the long run. Some types of leadership styles include: autocratic, democratic leadership, laissez-affaire, transactional, transformational and charismatic.

Autocratic leadership involves a scenario where absolute power lies in the hands of the leader (Idiegbayan-Ose, 2018). There is little or no input from members of his team or subordinates. He takes decisions without consultation from members of his team; that is, there is little or no synergy. Segun-Adeniran (2015) further states that it is a highly non-participatory leadership style because there is no expected input or feedback from employees. The leader is seen as the all in all when it comes to making decisions even on matters concerning his employees. He has the final say.

Democratic leadership style is based on the principle of involving others in the running of the organization. It involves others in the decision making process, they determine what to do and how to go about it (Ogbah, 2013). Using democratic leadership style does not mean that the leader is weak rather it promotes innovation and creativity because a leader is not expected to

know it all and that is why different knowledge and skills are employed for the achievement of organizational goals. According to Ukaidi (2016), democratic leadership style reflects a leader-to-follower relationship, where decision making is shared by the leaders and members of the group he leads. Under democratic leadership style, criticism and praise are objectively given. A feeling of responsibility is developed within the group and enhanced productivity. Commitment and performance are usually high.

Laissez-faire leadership style, from the name, implies a 'care free' kind of leadership style. This is because the employees in the organization are given a high level of freedom when carrying out responsibilities or assignments. According to Onuoha and Dairo cited in Idiegbeyan-Ose (2018), a laissez-faire leader assumes that the members of the group are performing well; the leader allows the members to have liberty of action. Bass as cited in Ukaidi (2016) continues by saying that Laissez-faire style is used when employees are highly skilled, experienced and educated; employees have pride in their work and they drive it successfully on their own. Highly experienced trained employees who need little or no supervision fall under this leadership style but since not all staff possess these characteristics, this style hinders the production of employees needing supervision. This style produces no leadership or supervision efforts from leaders and this can lead to poor production, lack of control and reduces the best productive potential of the staff.

A Transactional leader is that leader who is always willing to give something in return (Uchenwangbe, 2013). This can include a number of things like promotion, pay rise, performance reviews, new responsibilities etc. The major problem with this kind of leadership is the expectation. The study by Longe (2014) reveals that transactional leadership style has positive impact on the organizational performance. The transactional leadership style helps in creating as well as sustaining the context in which organizational and human capabilities are maximized as the employees are always able to achieve the tangible and intangible rewards.

Transformational leadership style is a type of leadership style that leads to positive changes in the followers or the employees. The leaders are generally energetic, enthusiastic and passionate. A transformation leader is not only concerned but is also involved in the work process, forced and eager to help every member of the group succeed (Burns cited in Thuijsman, 2015). Nanjundeswaraswamy and Swamy (2014) posited that the transformation leaders tend to be contagiously charismatic, bringing others into their vision and are concerned about the welfare of their courses and their followers - the subordinates.

Charismatic leadership is considered to be one of the most successful leadership styles, where charismatic leaders develop a vision and the followers are asked to follow and execute the vision. The charismatic leadership invites innovation and creativity and is considered to be motivational for the employees (Khajeh, 2018). Olayisade and Awolusi (2021) averred that charismatic leaders possess a high level of emotional intelligence, are very self-assured and have a high level of commitment to organizational objectives. They possess and use their ability to project their enthusiasm and commitment to their followers to motivate them to achieve desired

objectives. The downside to charismatic leadership is that the success of the organization is linked to the presence of the leader. If the leader decides to leave the organization, it may discourage the employees and this may require substantial efforts by the organization to remediate.

From the foregoing, it is obvious that the world that we inhabit is a giant leadership laboratory. Leaders and the leadership process surround us. Leadership is a dynamic process and the leader–follower relationship is reciprocal. Effective leadership holds the key to success and growth of an organization like the polytechnic library. Polytechnic librarians can be made through developmental process, mentoring and commitment on the part of the staff. Nuran, Samdin, Nasrul and Sukotjo (2021) in their study discovered that leadership style has a positive and significant effect on employee performance. Akidi and Chukwueke's (2020) study revealed that leadership styles of librarians affect staff productivity in the areas of bringing high staff productivity, boosting staff morale, making staff receptive to change and innovation, and eliminating laziness among staff, among others. In finding the relationship between leadership style and productivity, Ahmed, Yang, Yang, Rahoo, Mahmood and Poudiougou (2021) discovered a significant influence of leadership style on staff productivity.

Job Security

Job security can be referred to as attachments to the jobs by employees. It makes employees loyal and committed to their organization because employees with high sense of regards for the organizations consider them as theirs and, have passionate feeling for them. In addition security of jobs creates pleasant report between the work force and organizations. Udo-Anyanwu, Ihejirika and Uwandu(2023) deduced job security as the assurance of an employee in this case, the librarian that his future is guaranteed in his working place. Babatunde (2021) stressed that job security is crucial to the commitment of personnel to an organization and if their job security is not guaranteed, it may reduce the personnel's commitment. Staff will be more steadfast to their jobs and the organization if they feel secure. Khan, Nawaz and Allen (2012) maintained that job security is significantly related to commitment and performance

When employees feel that their jobs are not secure, the economic and political alternative for an individual employee is to leave the organization and look for a better job elsewhere in the labour market. A feeling of job insecurity is a threat to such commitment and satisfaction. Okoye, Mbagwu, Moneke and Abanum (2018) state that job security is another working condition an organization uses to get a desirable job performance from employees. Mosaybian and Jafari (2014) stated that situation where there is fear of being sacked anytime is most likely to bring low output in the productivity of employees. Such situations do not guarantee job security as there is uncertainty. Jandaghi, Mokhles and Bahrami (2011) in their study on the influence of job security on employees' productivity and satisfaction in Qom municipalities revealed a significant relationship between job security and staff productivity. However, the finding of Israel and Oscar (n.d) was that job security had no significant effect on job performance of librarians.

Staff Productivity

Productivity is the ratio to measure how well an organization (or individual, industry, country) converts input resources (Labour, materials and machine) into goods and services. Yaya, Opeke and Onuoha (2016) conceptualized productivity as the ability to produce an item or service in the organization. The authors also see productivity as the effort that an individual employee exerts towards the general production of goods and services of the organization with the least input of labor, material and machines.

Productivity factors are classified into two categories by Gundechea (2012) as: external factors; they are ones outside the control of the organization management and internal factors; related to the productivity factors originating within the organization. From this point of view, the nature and composition of the organization are the internal factors that can enhance the productivity of workers in such organizations. In the polytechnic system, there are two categories of workers: academic and non-academic staff. Librarians are classified as part of the academic staff of the polytechnic system. Yaya, Opeke and Onuoha(2016) stated that every professional librarian is expected to be productive.

Scholars have come out with some observations of what enhances productivity. Babalola and Okiki (2013) in their study of public libraries in Niger State found out that management exerted great influence on the productivity of librarians in all the libraries studied. According to Azuh and Adeumo (2015), lack of productivity by many Nigerian workers is largely due to negative attitude to institutional work which perhaps is due to poor remuneration package. Good and appropriate remuneration removes the feeling of helplessness, disappointment, inadequacy, consciousness of uncertainty, frustration, hostility, anxiety, aggression, fraudulent practices and laziness. Good financial rewards do create and sustain high level of commitment which leads to high level of productivity.

Research Methodology

A correlation research design involving simple linear correlation was adopted for the study. The population of the study consists of one hundred and sixty (160) professional and para-professional library staff of seven polytechnic libraries in the South-East, Nigeria which was also used as the sample of the study. A researchers'-made rating scale titled: Leadership Style and Job Security as Predictors of Staff Productivity in Polytechnic Libraries in South East, Nigeria (LSJPPPL) was used for data collection. The research instrument was validated by specialists from Library and Information Science and Measurement and Evaluation. The reliability of the instrument was obtained through trial testing and analysed with Cronbach alpha statistics which gave an index of 0.89. Research questions were answered using Pearson (r). The hypotheses were tested using t-test statistics at 0.05 alpha level of significance.

Data Analyses and Presentation

Research Question One: What is the coefficient of relationship between leadership styles and staff productivity in polytechnic libraries in South East, Nigeria?

Table 1: The Coefficient of Relationship between Leadership Style and Library Staff Productivity

Variable	n	r	r^2
Remark			
Staff Productivity			
160	0.485	0.235	Positive & MR
Leadership Style			

As shown in Table 1 the coefficient of relationship between leadership style and library staff productivity is 0.485, while the coefficient of determination is 0.235. The coefficient of relationship is positive and within the range 0.41 – 0.60 for moderate relationship. Hence, there is a positive and moderate relationship between leadership style and staff productivity in the polytechnic libraries studied.

Hypothesis One: The coefficient of relationship between leadership styles and staff productivity in polytechnic libraries in South-East, Nigeria is not significant.

Table 2: Summary t-values Table for Testing Hypothesis One

t_{Cal}	df	t_{Crit}	p	α
6.971	158	1.646	0.000	0.05

From Table 2, the calculated t-value is 6.971, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.000, while the hypothesized probability value is 0.05. Since the calculated t-value is greater than the tabulated t-value and the obtained probability value is less than the hypothesized probability value, we fail to accept the null hypothesis one and instead accept the alternative hypothesis. Hence, the coefficient of relationship between leadership styles and staff productivity in polytechnic libraries in South-East, Nigeria is significant.

Research Question Two: What is the coefficient of relationship between the job security and staff productivity in polytechnic libraries in South-East, Nigeria?

Table 3: The Coefficient of Relationship between Job Security and Library Staff Productivity

Variable	<i>n</i>	<i>r</i>	<i>r</i> ²
Remark			
Staff Productivity			
160	0.501	0.251	positive & MR
Job Security			

From Table 3, the coefficient of relationship between job security and library staff productivity is 0.501. The coefficient of determination is 0.251. The coefficient of relationship is within the range 0.41–0.60 for moderate relationship. Therefore, there is a positive and moderate relationship between job security and library staff productivity. The coefficient of determination indicates that 25.10% of the variations in library staff productivity is explained by job security.

Hypothesis Two: The coefficient of relationship between job security and staff productivity in polytechnic libraries in South-East, Nigeria is not significant.

Table 4: Summary t-values Table for Testing Hypothesis Two

<i>t_{Cal}</i>	<i>df</i>	<i>t_{Crit}</i>	<i>p</i>	α
7.277	158	1.646	0.000	0.05

From Table 4, the calculated t-value is 7.277, while the critical or tabulated t-value is 1.646. Also, the obtained probability value is 0.000, while the set probability value is 0.05. Since the calculated t-value is greater than the tabulated t-value and the obtained probability value is less than the set probability value, we fail to accept the null hypothesis two which states that “the coefficient of relationship between job security and staff productivity in polytechnic libraries in South-East Nigeria is not significant”, and instead accept the alternative hypothesis. Hence, the coefficient of relationship between job security and staff productivity in polytechnic libraries in South-East, Nigeria is significant.

Discussion of Findings

Relationship between Leadership styles and Library Staff Productivity

The finding of the study revealed that there is a positive and moderate extent of relationship between leadership styles and their staff productivity. This finding means that leadership style can influence library staff productivity. The statistical test carried out revealed that the coefficient of relationship between leadership style and staff productivity in polytechnic libraries in South-East Nigeria is significant. This finding shows that leadership style significantly influences staff productivity. This means that if the library management or leadership is

effective, carry out their leadership duty properly, it will influence the library staff to work harder in their respective duties. This will in turn result in maximum productivity. This finding has shown that leadership style that includes the involvement of employees in some decision-making process will be a very powerful enhancement of their productivity. Leadership style will no doubt prompt employees to perform their duties with more sense of commitment and enthusiasm. This finding is in line with the findings of Nuran, Samdin, Nasrul and Sukotjo (2021); Ahmed, Yang, Yang, Rahoo, Mahmood and Poudiougou (2021) who found a significant influence of leadership styles on staff productivity and Akidi and Chukwueke (2020) who found out that leadership styles of librarians affect staff productivity in the areas of bringing high staff productivity, boosting staff morale, making staff receptive to change and innovation, and eliminating laziness among staff, among others.

Relationship between Job Security and Library Staff Productivity

The results of data analysis conducted revealed that there is a positive and moderate relationship between library staff job security and staff productivity. That this relationship is positive shows that the more secured library staff job is the more productive they will be. This coefficient of relationship was found to be within the range for moderate extent of relationship. The statistical test carried out revealed that the coefficient of relationship between job security and staff productivity in polytechnic libraries in South-East, Nigeria is significant. This finding shows that there is statistically significant moderate relationship between staff job security and the same staff productivity. This finding, therefore, means that there will be significant improvement in library staff productivity if their job security is assured. This means that the provision of job security in the employment of library staff can make them to perform effectively on their job and not only that, it will make them to be significantly productive. The finding is in agreement with the finding of some other researchers. For instance, Jandaghi, Mokhles and Bahrami (2011) in their study on the influence of job security on employees' productivity and satisfaction in Qom municipalities revealed a significant relationship between job security and staff productivity. Also Okoye, Mbagwu, Moneke and Abanum (2018) discovered that job security is another working condition an organization uses to get a desirable job performance from employees. This finding is contrary to the finding of Israel and Oscar (n.d) who discovered that job security had no significant effect on job performance of librarians.

Conclusion

From the results of data analyses and discussions of findings, the researchers conclude that leadership style and job security are significant predictors of staff productivity in polytechnic libraries.

Recommendations

Based on the findings of the study the following recommendations were made.

1. The management of polytechnic libraries should ensure that they carry each staff along in their leadership and provide feedback to the staff regularly since this will influence the staff productivity.
2. The library management and the managements of the polytechnics should assure the library staff of their job security so as to positively influence their staff productivity. One of the ways they can do this is by not threatening them with sack or suspension each time they make minor mistakes.

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