

Comparative Study of Autocratic And Laissez-Faire Leadership Styles on Personnel Performance in Federal Polytechnic Libraries in North-Central, Nigeria

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Abstract

This study investigated the autocratic and laissez-faire leadership styles on personnel performance in federal polytechnic libraries in North-central, Nigeria. Three research questions guided the study in line with the research objectives. The study adopted descriptive survey research design. The study population comprised one hundred and ninety-four (194) library personnel in Federal Polytechnic Libraries in North-central, Nigeria. The study adopted complete enumeration or census method due to the small number of the population. A structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentage, mean and standard deviation with criterion mean of 2.50 benchmark. Findings revealed that the level of personnel performance was high, both autocratic and laissez-faire leadership styles had a positive influence on personnel performance in federal polytechnic libraries in North-central, Nigeria. Based on the findings, the study concluded that both autocratic and laissez-faire leadership styles has helped to enhance personnel performance. The study recommended that the management of the polytechnic libraries in North-central, Nigeria should sustain both autocratic and laissez-faire leadership styles adopted for enhance performance.

Article History

Received: 25-06-2025

Revised: 12-07-2025

Accepted: 15-09-2025

Keywords

Autocratic, Federal Polytechnic Libraries, Laissez-Faire, Leadership Styles, Personnel Performance, Nigeria.

Cite as:

ADAMU, et al. (2025). Comparative Study of Autocratic And Laissez-Faire Leadership Styles on Personnel Performance in Federal Polytechnic Libraries in North-Central, Nigeria International Journal of Library & Information Science, 1(2), 64-80

Introduction

Polytechnic libraries are usually regarded as the heart-beat of polytechnics or kernel of academic excellence charged with the responsibility of providing information services which aid teaching, learning, research and community services to parent institutions. Being one of the key components of any polytechnic, the polytechnic libraries serve two complementary purposes, that is to support the curriculum and research. They are established to meet the information needs of the institution communities and to enhance effective information services delivery as it relates to their institutional curricula (Omotunde *et al.*, 2023). Meanwhile, for any polytechnic libraries to function effectively, it must harness her human and material resources properly. The human is even more critical in the quest for development, because it is the human component of the library that drives other components of the organisation to arrive at developmental goals. This implies that the performance of personnel cannot be ruled out in any organisation that seeks for quality output (Akinola, 2020). However, in the higher education system; human resources is most important personnel and their job perform is vital to the system.

Thus, personnel performance is how a member of staff fulfils the duties of his/her role, completes required tasks and behaves in the workplace. Measurements of personnel performance are based on quality of work, speed and quantity of work, ability to meet deadlines, communication skills, reliability and problem-solving and teamwork. However, in the task of ensuring good personnel performance in academic tertiary institutions, the quality of leadership styles provided by the management of the institution cannot be overemphasized. According to Udin (2023), leadership is an individual's ability to influence and inspire others to achieve organisational goals effectively. It is the ability of a person who can influence the behaviour or actions of other people for the purpose of achieving goals and to maximize outcomes in the organisation. Leadership style however is a particular behaviour applied by a leader to motivate and influence his or her followers to achieve the goals of the organisation.

Therefore, leadership style is a key determinant of institutional effectiveness. Its importance cannot be overlooked in a library environment. The leadership of a library determines the process of evaluation, planning and also direct the course of action, for example. Aside from the evaluation and planning processes that are a key function of a library

head, the competitive nature of society or of information providers has created a rising interest in the leadership style in the library. Opeke and Oyerinde (2019) are of the opinion that, for any organisation to be termed effective, the leadership style adopted by the leader must be liberal and all inclusive. Different types of leadership styles exist in work environments. Each leadership style has both advantages and disadvantages. The leadership styles applied by the head of an organisation determines employees' job satisfaction, retention and consequently, their performances. Wei and Vasudevan (2022) stated that the different leadership styles such as Autocratic, which is decisive and which all decision; Democratic (or participative), which involves team input; Laissez-Faire, which gives employee freedom, Transformational, which inspires a shared vision, Servant; which prioritize team needs; Transactional; focusing on exchanges and results; and Bureaucratic; which adheres and to formal rules and procedures. Each style has distinct approaches to decision-making and team management, making suitable for different situations and tasks. The focus of this study is two types: autocratic and laissez-faire.

Autocratic leadership style or authoritarian leadership style is characterised by a leader who has complete control and decision-making authority within the organisation. Autocratic leader holds all the power and makes decisions without seeking input. Autocratic leaders prioritise obedience, expecting strict adherence to rules like bureaucracy. Autocratic leadership has several drawbacks as it can lead to low employee morale and performance (Briker *et al.*, 2021) While Laissez-faire leadership also known as hands-off leadership is a style of leadership where the leader provides minimal guidance, involvement, or direction to their subordinates. A laissez-faire leader delegates authority and decision-making power to the subordinates and allows them to work independently with little interference. This type of leadership style according to Iqbal *et al.* (2021), Dasborough and Scandura (2022), gives subordinates high level of autonomy and independence in their work with minimal involvement from the leader but coordination among subordinates may suffer. The absence of clear directions from the leader can lead to ambiguity regarding roles and expectations from subordinates.

STATEMENT OF THE PROBLEM

The success in achieving polytechnic library goals depends largely on its capability to attract and retain competent personnel that would perform their work efficiently and effectively. Many polytechnic librarians generally seem to

spend more of their official hours on administrative functions at the detriment of effective supervision and concern for library personnel. Some polytechnic librarians in their leadership styles are fault finders. They condemn every personnel's mistakes instead of using warm correction.

In spite of the importance of personnel performance in achieving organisational goals, it is evident in recent studies that personnel performance is declining in polytechnic libraries in Nigeria (Dappa and Onuoha, 2020; Iqbal *et al.*, 2021 and Udin, 2023). Researchers' preliminary investigation showed that some personnels' attitude and behaviour in polytechnic libraries in North- central, Nigeria towards library services is not encouraging. These include: lateness to work, absence on flimsy excuses, dereliction of official duties for personal engagements, personal interest above library interest as well as high turnover among library personnel. These could be due to laxities attributed to type of leadership styles of the polytechnic librarians? To address this concern, the researchers investigated the autocratic and laissez-faire leadership styles on personnel performance in federal polytechnic libraries in North-central, Nigeria.

OBJECTIVES OF THE STUDY

The objectives were to:

1. determine the level of personnel performance in federal polytechnic libraries in North-central, Nigeria;
2. assess how autocratic leadership style enhance personnel performance in federal polytechnic libraries in North-central, Nigeria;
3. ascertain how laissez-faire leadership style enhance personnel performance in federal polytechnic libraries in North-central, Nigeria.

RESEARCH QUESTIONS

The following research questions guided the study:

1. What is the level of personnel performance in federal polytechnic libraries in North-central, Nigeria?
2. How does autocratic leadership style enhance personnel performance in federal polytechnic libraries in North-central, Nigeria?

3. How does laissez-faire leadership style enhance personnel performance in federal polytechnic libraries in North-central, Nigeria?

LITERATURE REVIEW

Empirical review of authors in the study as followings:

Udin (2023) conducted a study to investigate leadership styles and their associated outcomes: A bibliometric review using VOSviewer. The investigation was conducted in Indonesia. The study employed a qualitative research approach. The entire data collecting and screening procedure in the Scopus database provided the foundation for the study. A total of 84 eligible papers from 2000 to 2023 were explored, and the scientific landscapes were further visualised using the VOSviewer. The findings revealed that leadership styles (i.e., transformational, transactional and democratic leadership) positively contribute to the associated outcomes (i.e., employee performance, job satisfaction, organisational commitment, employee engagement, business strategy, and organisational innovation and creativity). In addition, mainly related to associated outcomes, the transformational leadership style is a more dominant influence than transactional and democratic in Indonesian settings. The study recommended that transformational leadership in organisation setting should be adopted.

Val and Kemp (2023) conducted a study to examine how a group's dynamic changes under the influence of different leadership styles, and to determine what leadership style works best in a large group expedition. The study was guided by five research questions in line with the objectives. The study adopted qualitative approach in order to gather all of the necessary information to answer the main research questions. The approach taken to this research was the Grounded Theory, in which a concept is exposed through continuous data collection and assessment. Data was collected to draw a connection between leadership styles and their effects on the group dynamics of large groups during outdoor expeditions. Findings indicated that there were too many inconsistencies in the personality self-identification test. Perhaps the personality/ leadership identification tool should have more distinct groupings. It is

evident that in this situation a complete group decision (completely democratic leadership style) was needed to uphold a positive group dynamic. The study concluded that it is close to impossible to determine the exact leadership style that would work best in a large group expedition. Groups of any size are incredibly diverse and unique. It is hard to classify and even harder to satisfy those needs and wants. The study recommended that a leadership style that work best in upholding a positive group dynamic should be adopted to mould the group to demonstrate the ability to choose from a number of leadership styles and then apply it appropriately to the group.

Ajayi (2020) conducted a study to investigate the impact of leadership styles on employee performance and productivity in the oil and gas industry in Nigeria. This study obtained and analysed the perspectives and opinions of Nigeria LNG employees on impact of leadership styles on employee performance. Survey research design was used for the study. Data were collected via a structured questionnaire from a randomly selected 450 respondents who have worked more than 5 years in the company and regression analysis was conducted to analyse the data using SPSS 21. The results of the correlation analysis showed that there is positive and significant relationship between autocratic leadership style and employee work quality ($r=0.772$; $p<0.05$). Also, a positive and significant relationship exists between democratic leadership style and employee efficiency ($r=.896$; $p<0.05$). Furthermore, a positive and significant relationship exists between laissez-faire leadership style and employee effectiveness ($r=.896$; $p<0.05$). Lastly, a positive and significant relationship exists between bureaucratic leadership style and employee motivation ($r=0.772$; $p<0.05$). The study recommended that management should optimise their leadership styles to benefit their organization.

Ekpenyong (2020) conducted a study to investigate the effect of leadership styles on employees' performance at Guaranty Trust Bank of Abuja, Nigeria (GTB). The main research objective was to examine the effect of leadership style (Transformational, Transactional, Autocratic, and Laissez-faire leadership style) on employees' performance. A descriptive survey was used in which 60 questionnaires were collected from 100 questionnaires distributed. Multi-factor Leadership Questionnaire developed by Avolio and Bass (1995) was used to measure leadership style. Data

were analysed using descriptive and inferential statistical procedures. Regression analysis and Pearson correlation were used to measure the correlation and the hypothesis of the research. The research findings showed that the transformational leadership style is the most popular leadership style at GTB Abuja, followed by the Transactional Leadership style posited by the respondents. Autocratic and Laissez-faire was the least used leadership style by the managers of GTB Abuja. There was a negative correlation between leadership style and employee performance; both leadership styles (Transformational, Democratic, Transactional, Autocratic, and Laissez-faire) all have a negative effect on employees' performance. The research recommended a further study on broader and bigger capacity to find the effect of leadership style on employees' performance.

Veliu *et al.* (2017) conducted a study to examined the influence of leadership styles on employee's performance at business organisation in Kosovo. The study was guided by seven research questions in line with the objectives. The study population were private enterprise managers (Medium and Large size enterprise) in Kosovo. The study adopted descriptive survey research design using questionnaire in order to gather accurate information The instrument for data collection was structure questionnaire. Data were analysed using Statistical Packages for Social Sciences (SPSS). Findings revealed that transformational leadership style with a beta of (0.359), democratic leadership style with a beta of (0.262) and autocratic leadership style with a beta of (0.513) are statistically significant and strong predictors of employee performance while charismatic, bureaucratic, laissez-faire and transactional leadership style has a negative impact on the level of employee performance but statistically it is not significant in Business Organisations in Kosovo. The study concluded that employee performance is heavily relying on leadership and it can play a vital role in determining the performance of employees in organisations. The study recommended that managers should carefully analyse the kind of leadership style to adopt, if they want to increase employee performance.

Ali *et al.* (2015) conducted a study to examined the influence of leadership styles in creating quality work culture at finanacial institution in Johor. The study adopted descriptive survey research design using questionnaire and direct interview approach in order to gain accurate information. One hudrerd employees were randomly selected by using

a convenience sampling. Data were analysed using frequency distribution, regression analysis, reliability analysis and /correlation. Findings revealed that transactional leadership was strongly significant related to quality work culture because the correlation coefficient is 0.732 and transformational leadership also positively correlated with quality work culture because the correlation coefficient is 0.681. The study concluded that both leadership styles which are transformational and transactional play an important role in designing work culture in the organization. Different leaders have different styles in designing quality work culture at workplace. The study recommended that the two leadership styles should be used in designing work culture in organisations.

METHOD

This study adopted correctional. Correctional research design was used because it is comparing two variable of leadership styles. The study population comprised one hundred and ninety-four (194) library personnel in Federal Polytechnic Libraries in North-Central, Nigeria. The study adopted complete enumeration or census method due to the small number of the population. A close-ended structured questionnaire was the instrument for data collection. Data were analysed using frequency counts, percentage, mean and standard deviation with criterion mean of 2.50 benchmark. The draft copies of questionnaire were validated by four lecturers in the Department of Library Information Science and two experts from Department of Test and Measurement all from Federal University of Technology, Minna for correctness and appropriateness of the language used, whether it is suitable and appropriate to answer the research questions of the study. The researchers administered 30 copies of the questionnaire to library personnel in Dorben Polytechnic, Bwari, Abuja and Niger State Polytechnic, Zungeru for pilot testing using test re-test method. The overall reliability coefficient was 0.80 indicating that the instrument is reliable and excellent. A total of 194 copies of questionnaire were administered to library personnel and the response rate showed the returned of 187 copies of the questionnaire representing 96.4%.

Results

The level of personnel performance in federal polytechnic libraries in North-central, Nigeria are presented in Table 1.

Table 1a: Level of personnel performance on quality of work, speed and quantity of work and ability to meet deadline

S/ N	STATEMENT	VHL 4	HL 3	LL 2	VLL 1	\bar{X}	SD	DECISIO N
Quality of Work								
1.	Leadership styles have a positive impact on quality of my work in the library and this enhances performance.	103 (55.1)	84 (44.9)	0		3.55	0.499	High
2.	Polytechnic librarian that adopts a good leadership style is likely to experience a high level of commitment from me to perform quality work in the library thus enhancing performance.	86 (46)	87 (46.5)	14 (7.5)		3.39	0.623	High
3.	The library working environment is conducive for me to perform quality work and this enhances performance.	18 (9.6)	23 (12.3)	78 (41.7)	68 (36.4)	2.0	0.935	Low
Average Mean Score						2.98	0.686	
Speed and Quantity of Work								
4.	A library head that adopts a bad leadership style is likely to experience a speedy level of commitment from me to perform various works in the library thus enhancing performance.	68 (36.4)	85 (45.5)	33 (17.6)	1 (0.5)	3.18	0.730	High
5.	Effective leadership style plays a crucial role in making me to perform several works within a limited time in the library and this enhances performance.	70 (37.4)	71 (38.0)	39 (20.9)	7 (3.7)	3.09	0.835	High
6.	The working relationship with colleagues is cordial which enables me to perform several works at a time in the library and this enhances performance.	95 (50.8)	78 (41.7)		14 (7.5)	3.36	0.826	High
Average Mean Score						3.21	0.797	
Ability to Meet Deadlines								
7.	Leadership style that exhibit care, concern, and respect for me will enable me to complete my work before the deadline in the library thus enhancing performance.	129 (69.0)	27 (14.4)	27 (14.4)	4 (2.1)	3.50	0.819	High
8.	A library head that adopts a bad leadership style will discourage me from completing my work within the deadline and this enhances performance.	25 (13.4)	26 (13.9)	70 (37.4)	66 (35.3)	2.05	1.015	Low
9.	There is constant electricity power supply in the library working environment that aids me to complete my works before the deadline thus enhancing performance.	5 (2.7)	2 (1.1)	98 (52.4)	82 (43.9)	1.63	0.607	Low
Average Mean Score						2.40	0.814	
Weighted Mean Score						2.86	0.766	

Key: VHL = Very High Level, HL = High Level, LL = Low Level, VLL = Very Low Level, X = Mean and SD = Standard Deviation

The data presented in Table 1a was analysed for the level of personnel performance on quality of work, speed and quantity of work and ability to meet deadline in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of ($X=2.86$; $SD=0.766$) would enhance personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of ($X=2.86$; $DS=0.766$) would not enhance

personnel performance.

Specifically, the Table above revealed that leadership styles have a positive impact on quality of my work in the library and this enhances performance with a mean score of (\bar{X} =3.55; SD=0.499) which was the highest rated item. While there is constant electricity power supply in the library working environment that aids me to complete my works before the deadline thus enhancing performance with a mean score of (\bar{X} =1.63; SD=0.607) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of 2.86 which is above the criterion mean of 2.50, it can be deduced that the level of personnel performance on quality of work, speed and quantity of work and ability to meet deadline in federal polytechnic libraries in North-central, Nigeria was high.

Table 1b: Level of personnel performance on communication skills, reliability, problem solving and teamwork

S/N	STATEMENT	VHL 4	HL 3	LL 2	VLL 1	\bar{X}	SD	DECISION
Communication Skills								
10.	Effective communication from leadership enables me to perform my work efficiently in the library and this enhance performance.	89 (47.6)	82 (43.9)	9 (4.8)	7 (3.7)	3.35	0.743	High
11.	Ineffective communication within the colleagues leads me to perform my work efficiently thus enhancing performance.	85 (45.5)	67 (35.8)	27 (14.4)	8 (4.3)	3.22	0.851	High
12.	The channel of communication used in my library is effective and efficient and this enhances performance.	49 (26.2)	87 (46.5)	31 (16.6)	20 (10.7)	2.88	0.920	High
Average Mean Score						3.15	0.838	
Reliability and Problem Solving								
13.	The leadership style in my library is reliable in solving my problems and this enhances performance.	149 (79.7)	26 (13.9)	12 (6.4)		3.73	0.571	High
14.	The leadership style operating in my library is not reliable in solving my problems thus enhancing performance.	19 (10.2)	105 (56.1)	48 (25.7)	15 (8.0)	2.68	0.763	Low
15.	The electricity power supply in the library working environment is reliable for hitch free operations and this enhances performance.		30 (16.0)	35 (18.7)	122 (65.2)	1.50	0.792	Low
Average Mean Score						2.64	0.709	
Teamwork								
16.	The leadership style operating in my library encourages teamwork and this enhances performance.	38 (20.3)	133 (71.1)	16 (8.6)		3.12	0.526	High
17.	Teamwork among the library personnel increases productivity thus enhancing performance.	103 (55.1)	63 (33.7)	21 (11.2)		3.44	0.688	High
18.	The conduciveness of the library working environment encourages teamwork among the personnel and this enhances performance.	2 (1.1)		97 (51.9)	88 (47.1)	1.55	0.560	Low
Average Mean Score						2.70	0.591	
Weighted Mean Score						2.83	0.713	

Source: Researcher's Field Survey (2025)

Key: VHL = Very High Level, HL = High Level, LL = Low Level, VLL = Very Low Level, \bar{X} = Mean and SD = Standard Deviation

The data presented in Table 1b was analysed for the level of personnel performance on communication skills, reliability, problem solving and teamwork in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of (\bar{X} =2.83; SD=0.713) would enhance personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of (\bar{X} =2.83; DS=0.713) would not enhance personnel performance.

Specifically, the Table above revealed that the leadership style in my library is reliable in solving my problems and this enhances performance with a mean score of (\bar{X} =3.73; SD=0.571) which was the highest rated item. While the electricity power supply in the library working environment is reliable for hitch free operations and this enhances performance with a mean score of (\bar{X} =1.50; SD=0.792) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of 2.83 which is above the criterion mean of 2.50, it can

be deduced that the level of personnel performance on communication skills, reliability, problem solving and teamwork in federal polytechnic libraries in North-central, Nigeria was high.

Table 2a: Responses on autocratic leadership style in terms of assessment, policies, orders and procedures influence on personnel performance

S/N	STATEMENTS	SA 4	A 3	D 2	SD 1	\bar{X}	SD	DECISION
Assessment								
1.	I perform my work better when the leadership assess me on daily or weekly basis and this enhance performance in the library.	78 (41.7)	69 (36.9)	40 (21.4)		3.20	0.770	Low
2.	Autocratic leadership encourages me to put in my best to pass assessment thus enhancing performance in the library.	43 (23.0)	116 (62.0)	28 (15.0)		3.08	0.613	Low
3.	I perform better in an autocratic work environment that leads to mutual respect thus enhancing performance in the library.	84 (44.9)	71 (38.0)	31 (16.6)	1 (0.5)	3.27	0.752	High
Average Mean Score						3.18	0.712	
Policies								
4.	I perform my work better under human-friendly policies thus enhancing performance in the library.	66 (35.3)	99 (52.9)	22 (11.8)		3.24	0.646	High
5.	Stiff policies encourages me to discharge my responsibilities and this enhance performance in the library.	86 (46.0)	85 (45.5)	2 (1.1)	14 (7.5)	3.30	0.827	High
6.	Flexible policies encourages me to discharge my responsibilities and this enhance performance in the library.	60 (32.1)	88 (47.1)	39 (20.9)		3.11	0.721	Low
Average Mean Score						3.22	0.731	
Orders and Procedures								
7.	I perform my work only when the leadership gives me order and this enhance performance in the library.	102 (54.5)	45 (24.1)	38 (20.3)	2 (1.1)	3.32	0.832	High
8.	I perform my work better when the work procedure is simple and this enhance performance in the library.	90 (48.1)	85 (45.5)	5 (2.7)	7 (3.7)	3.38	0.719	High
9.	I perform my work better when there is no order and procedure from the leadership and this enhance performance in the library.	91 (48.7)	55 (29.4)	39 (20.9)	2 (1.1)	3.26	0.822	High
Average Mean Score						3.32	0.791	
Weighted Mean Score						3.24	0.745	

Key: SA= Strongly Agreed; A=Agreed; D=Disagreed and SD=Strongly Disagreed

The data presented in Table 2a was analysed on how autocratic leadership style in terms of assessment, policies, orders and procedures influence personnel performance in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of ($\bar{X}=3.24$; $SD=0.745$) would influence personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of ($\bar{X}=3.24$; $SD=0.745$) would not influence personnel performance.

Specifically, the Table above revealed that I perform my work better when the work procedure is simple and this enhance performance in the library with a mean score of ($\bar{X}=3.38$; $SD=0.719$) which was the highest rated item. While autocratic leadership encourages me to put in my best to pass assessment thus enhancing performance in the library with a mean score of ($\bar{X}=3.08$; $SD=0.613$) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of 3.24 which is above the criterion mean of 2.50, it can be deduced that autocratic leadership style in terms of assessment, policies, orders and procedures in federal polytechnic libraries in North-central, Nigeria had a positive influence on personnel performance.

Table 2b: Responses on autocratic leadership style in terms of rewards or punishment and refusal to explain influence on personnel performance

S/N	STATEMENTS	SA 4	A 3	D 2	SD 1	\bar{X}	SD	DECISION
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Rewards or Punishment								
10.	I perform my work better when there is a reward for the outstanding staff and this enhance performance in the library.	83 (44.4)	102 (54.5)	2 (1.1)		3.43	0.518	High
11.	I perform my work better when there is a punishment for the defaulted staff and this enhance performance in the library.	59 (31.6)	83 (44.4)	37 (19.8)	8 (4.3)	3.03	0.829	Low
12.	I perform my work better even if there is no reward or punishment and this enhance performance in the library.	92 (49.2)	61 (32.6)	31 (16.6)	2 (1.1)	3.47	2.308	High
Average Mean Score						3.31	1.218	
Refuse to explain								
13.	I perform my work better even when there is no explanation from the leadership and this enhance performance in the library.	59 (31.6)	96 (51.3)	32 (17.1)		3.14	0.684	Low
14.	I perform my work better even when the leadership does not give room for explanation thus enhancing performance in the library.	28 (15.0)	109 (58.3)	48 (25.7)	2 (1.1)	2.87	0.660	Low
15.	I perform my work better when there is explanation from the leadership and this enhance performance in the library.	102 (54.5)	69 (36.9)	9 (4.8)	7 (3.7)	3.42	0.754	High
Average Mean Score						3.14	0.699	
Weighted Mean Score						3.23	0.959	

Key: SA= Strongly Agreed; A=Agreed; D=Disagreed and SD=Strongly Disagreed

The data presented in Table 2b was analysed on how autocratic leadership style in terms of rewards or punishment and refusal to explain influence personnel performance in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of ($\bar{X}=3.23$; $SD=0.959$) would influence personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of ($\bar{X}=3.23$; $SD=0.959$) would not influence personnel performance.

Specifically, the Table above revealed that I perform my work better even if there is no reward or punishment and this enhance performance in the library with a mean score of ($\bar{X}=3.47$; $SD=2.308$) which was the highest rated item. While I perform my work better even when the leadership does not give room for explanation thus enhancing performance in the library with a mean score of ($\bar{X}=2.87$; $SD=0.660$) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of ($\bar{X}=3.23$; $SD=0.959$) which is above the criterion mean of 2.50, it can be deduced that autocratic leadership style in terms of rewards or punishment and refusal to explain in federal polytechnic libraries in North-central, Nigeria had a positive influence on personnel performance.

Table 3a: Responses on laissez-faire leadership style in terms of freedom, leadership barriers and communication influence on personnel performance

S/N	STATEMENTS	SA 4	A 3	D 2	SD 1	\bar{X}	SD	DECISION
Freedom								
1.	I perform my work better if there is freedom from the leadership and this enhance performance in the library.	90 (48.1)	82 (43.9)	15 (8.0)		3.40	0.635	High
2.	Laissez-faire leadership style has a positive impact on my work thus enhancing performance in the library.	50 (26.7)	102 (54.5)	35 (18.7)		3.08	0.671	Low
3.	Freedom from the leadership allows me to exercise judgment regarding my work thus enhancing performance in the library.	114 (61.0)	53 (28.3)	20 (10.7)		3.50	0.683	High
Average Mean Score						3.33	0.663	
Leadership Barriers								
4.	I perform my work better if there is no barrier from the leadership and this enhance performance in the library.	79 (42.2)	74 (39.6)	34 (18.2)		3.24	0.741	Low
5.	Leadership barrier encourages me to be creative in my work and this enhance performance in the library.	91 (48.7)	34 (18.2)	55 (29.4)	7 (3.7)	3.12	0.969	Low
6.	Leadership barrier enables me to take full control of my duties without interference thus enhancing performance in the library.	83 (44.4)	78 (41.7)	26 (13.9)		3.30	0.702	High
Average Mean Score						3.22	0.804	
Communication								
7.	I perform my work better when there is a proper channel of communication from the leadership down to the subordinates and this enhance performance in the library.	99 (52.9)	48 (25.7)	38 (20.3)	2 (1.1)	3.30	0.828	High
8.	Two-way communication enables me to perform my work better and thus enhancing performance in the library.	98 (52.4)	84 (44.9)	5 (2.7)		3.50	0.552	High
9.	Frequent communication encourages me to be sensitive in my work and this enhance performance in the library.	79 (42.2)	48 (25.7)	58 (31.0)	2 (1.1)	3.09	0.878	Low
Average Mean Score						3.30	0.753	
Weighted Mean Score						3.28	0.740	

Key: SA= Strongly Agreed; A=Agreed; D=Disagreed and SD=Strongly Disagreed

The data presented in Table 3a was analysed on how laissez-faire leadership style in terms of freedom, leadership barriers and communication influence personnel performance in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of ($\bar{X}=3.23$; $SD=0.959$) would influence personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of ($\bar{X}=3.23$; $SD=0.959$) would not influence personnel performance.

Specifically, the Table above revealed that I perform my work better even if there is no reward or punishment and this enhance performance in the library with a mean score of ($\bar{X}=3.47$; $SD=2.308$) which was the highest rated item. While I perform my work better even when the leadership does not give room for explanation thus enhancing performance in the library with a mean score of ($\bar{X}=2.87$; $SD=0.660$) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of ($\bar{X}=3.23$; $SD=0.959$) which is above the criterion mean of 2.50, it can be deduced that autocratic leadership style in terms of freedom, leadership barriers and communication in federal polytechnic libraries in North-central, Nigeria had a positive influence on personnel performance.

Table 3b: Responses on laissez-faire leadership style in terms of expression of views and stay out of the way influence on personnel performance

S/N	STATEMENTS	SA 4	A 3	D 2	SD 1	\bar{X}	SD	DECISION
Expression of Views								
10.	I perform my work better when the leadership gives room for staff to express their views and this enhance performance in the library.	91 (48.7)	73 (39.0)	23 (12.3)		3.36	0.693	High
11.	Laissez-faire leadership style encourages cordial relationship between the leadership and the subordinates thus enhancing performance in the library.	68 (36.4)	87 (46.5)	32 (17.1)		3.19	0.707	High
12.	Laissez-faire leadership style encourages me to come up with new ideas and contribute my quota and this enhance performance in the library.	95 (50.8)	64 (34.2)	26 (13.9)	2 (1.1)	3.35	0.756	High
Average Mean Score						3.30	0.719	
Stay out of the Way								
13.	I perform my work better when the leadership stay out of my way and this enhance performance in the library.	45 (24.1)	81 (43.3)	56 (29.9)	5 (2.7)	2.89	0.799	Low
14.	I perform my work better when the leadership show concern about the work I do thus enhancing performance in the library.	73 (39.0)	98 (52.4)	9 (4.8)	7 (3.7)	3.27	0.721	High
15.	Laissez-faire leadership style does not monitor and assess staff and this enhance performance in the library.	40 (21.4)	77 (41.2)	65 (34.8)	5 (2.7)	2.81	0.798	Low
Average Mean Score						2.99	0.773	
Weighted Mean Score						3.15	0.746	

Key: SA= Strongly Agreed; A=Agreed; D=Disagreed and SD=Strongly Disagreed

The data presented in Table 3b was analysed on how laissez-faire leadership style in terms of expression of views and stay out of the way influence personnel performance in federal polytechnic libraries in North-central, Nigeria. The results revealed that majority of the respondents perceived that items with mean scores equal and above the weighted mean of ($\bar{X}=3.15$; $SD=0.746$) would influence personnel performance. On the other hand, majority of the respondents perceived that items with mean scores lower than the weighted mean of ($\bar{X}=3.15$; $SD=0.746$) would not influence personnel performance.

Specifically, the Table above revealed that I perform my work better when the leadership gives room for staff to express their views and this enhance performance in the library with a mean score of ($\bar{X}=3.36$; $SD=0.693$) which was the highest rated item. While laissez-faire leadership style does not monitor and assess staff and this enhance performance in the library with a mean score of ($\bar{X}=2.81$; $SD=0.798$) which was the lowest rated item in federal polytechnic libraries in North-central, Nigeria. Thus, with a weighted mean score of ($\bar{X}=3.15$; $SD=0.746$) which is above the criterion mean of 2.50, it can be deduced that autocratic leadership style in terms of expression of views and stay out of the way in federal polytechnic libraries in North-central, Nigeria had a positive influence on personnel performance.

Discussion of Findings

Research question one sought to find out the level of personnel performance in federal polytechnic libraries in North-Central, Nigeria. Findings revealed that there is a high level of personnel performance in federal polytechnic libraries in North-Central, Nigeria. This implies that personnel were fully satisfied with factors put in place for them to effectively perform their task in the federal polytechnic libraries in North-Central, Nigeria. This finding is in line with the findings of Dappa and Onuoha (2020) that personnel performance is the accomplishment of works as outlined by the employer to the employee or the actions by employees that contribute to the organisational goals, and these actions

must be under the control of the employees. This finding does not corroborate the finding of Ekpenyong (2020) that the level of personnel performance in Guaranty Trust Bank of Abuja, Nigeria is low. However, personnel performance depends on the willingness and also the openness of the employees itself on doing their job. By having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. To have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the job done on track, employers could be able to monitor their employees and help them to improve their performance.

Research question two sought to find out the autocratic leadership style influence on personnel performance in federal polytechnic libraries in North-central, Nigeria. Findings revealed that autocratic leadership style in federal polytechnic libraries in North-central, Nigeria has a positive influence on personnel performance. This finding corroborate the finding of Ajayi (2020) that autocratic leadership style has a positive influence on employee work quality in the oil and gas industry in Nigeria. On the other hand, this finding does not corroborate the finding of Ekpenyong (2020) that there was a negative correlation between autocratic leadership style and employee performance. This implies that autocratic leadership style has a negative effect on employees' performance in Guaranty Trust Bank of Abuja, Nigeria. In a related opinion, Udin (2023) posited that autocratic leadership style can lead to low employee morale and motivation, subordinates may feel disengaged, as their opinions and contributions are not considered important, autocratic leadership often creates a strong dependency on the leader's decision-making abilities. If the leader is absent or unable to make timely decisions, it can slow down the progress of work in the library and create bottlenecks. Similarly, Khudhair *et al.* (2022) postulated that autocratic leadership only provides the limited input from subordinates regarding their new ideas and innovative approaches. This can hinder problem-solving and hinder the library's personnel ability to adapt to changing circumstances.

Research question three sought to find out the laissez-faire leadership style influence on personnel performance in federal polytechnic libraries in North-central, Nigeria. Findings revealed that laissez-faire leadership style in federal polytechnic libraries in North-central, Nigeria has a positive influence on personnel performance. This finding corroborate the finding of Ajayi (2020) that laissez-faire leadership style has a positive influence on quality of work in the oil and gas industry in Nigeria. On the other hand, this finding does not corroborate the finding of Ekpenyong (2020) that there was a negative correlation between laissez-faire leadership style and employee performance. This implies that laissez-faire leadership style has a negative effect on employees' performance in Guaranty Trust Bank of Abuja, Nigeria. However, Dasborough and Scandura (2022) asserted that laissez-faire leaders allow subordinates to work independently with little interference and fully trust their subordinates to take responsibility for their work and make decisions without constant supervision. The subordinates under laissez-faire leadership have a high level of autonomy and independence in their work. They are expected to be self-directed, motivated, and capable of managing their own tasks and responsibilities to enhance performance.

Conclusion

The study established that personnel performance in federal polytechnic libraries North-central, Nigeria is generally high. This indicates staff well-motivated and adequately supported to effectively carry out their responsibilities. Furthermore, the findings reveled that both autocratic and laissez-faire leadership styles positively influence personnel performance in these libraries, despite contrasting evidence from other sector such as banking. While autocratic leadership ensures order, discipline and alignment with organizational goals, laissez-faire leadership foster autonomy, creativity, and responsibility among staff. Collectivity these leadership approaches contribute to improve staff efficiency, goal attainment, and overall instructional productivity. Therefore, it can be concluded that personnel performance in federal polytechnic libraries in Northern -central, Nigeria thrives under a blend of leadership styles that balance structure with independence, ultimately enhancing service delivery and instructional growth.

Recommendations

Based on the findings, the following recommendations were made:

1. Management of Federal Polytechnic Libraries in North-Central, Nigeria should provide alternative electric power supply for hitch free operations and enhancing performance.
2. Management of Federal Polytechnic Libraries in North-Central, Nigeria should sustain the democratic leadership style adopted for enhance performance.
3. Management of Federal Polytechnic Libraries in North-Central, Nigeria should improve the entire condition of the physical work environment for enhance performance.

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