TOTAL QUALITY MANAGEMENT, LEADERSHIP STYLES AND SERVICE DELIVERY IN UNIVERSITY LIBRARIES IN OYO STATE, NIGERIA

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Abstract
This study investigated influence of total quality management, leadership styles on service delivery in two University libraries in Oyo State, Nigeria. It adopted descriptive survey research design, while four null hypotheses were tested. The population comprised 142 library personnel, 5228 undergraduate students and 919 postgraduate students from University of Ibadan and Ajayi Crowther University. The sample of 71 library personnel and 615 students (undergraduate and postgraduate) was made through simple random sampling technique. The total sample was 686 for both library users and library personnel. Three validated questionnaires titled: Total Quality Management, Leaderships Style Questionnaire' (TQMLSQ - 0.96); Library Service Delivery Questionnaire" (LSDQ - 0.75) and one Interview Guide were instruments used for data collection. The data collected were tested with Pearson product moment correlation and multiple regression analysis at 0.05 level of significance. The result also revealed a significant relationship between TQM and service delivery (r = 0.785; P<0.05), significant relationship between leadership styles and service delivery (r = 0.3685; P<0.05), Total Quality Management has relative influence on service delivery (β = 0.785, P>0.05), while leadership style did not relatively influence service delivery (β = -0.054, P > 0.05). Finally, TQM and leadership styles have significant joint influence on library service delivery (F $_{(2, 60)}$ = 29.887); P < 0.05).The study concluded that, Total Quality Management and leadership styles are potent factors in boosting service delivery in universities library in Ajayi Crowther University and University of Ibadan libraries. Therefore, the management of both universities should intensify effort at applying total quality management and decide on appropriate leadership styles required in dealing with library staff.

Keywords: Service delivery, Total quality management, Leadership styles, University library

Introduction

Library can be referred to as a collection of academic materials which include textbooks, journals, maps, periodicals, dictionary and encyclopaedia to facilitate effective teaching–learning process. Fayose (2000) defined library as a collection of books arranged for use and enshrined in a building which symbolizes the elevation of the human mind which men associate with learning. Likewise, Omojuwa (1993) described the library as an enabling factor to obtain spiritual, inspirational and recreational activities through reading and therefore the opportunity of interacting with the society's wealth and accumulated knowledge. Another definition of library according to Islam (2004) is an instrument of self-education, a means of knowledge and factual information, a centre of intellectual recreation and a beacon of enlightenment that provides accumulated preserved knowledge of civilization which consequently enriches one's mental, vision and dignifies his habit behaviour, character, taste, attitude, conduct and outlook on life. From the definitions provided so far, libraries serve as tools for educational advancement at all levels of education.

University education is the peak of educational level all over the world. It is the education meant to train manpower required to facilitate national development in all ramifications and this is confirmed in the National Policy on Education, Federal Republic of Nigeria (FRN, 2014), that the major goal of universities in Nigeria is provision of high level manpower for national development through teaching, learning and research. Thus, the role of library in Nigerian universities towards the achievement of teaching, research and community service goals is very essential. The realisation of vision and mission of universities could be a function of effective and efficient service delivery of their libraries. Effective teaching, quality research and satisfactory community service rely on adequate consultation of library resources and support of library services.

University libraries are essential assets of every university. Wilkin (2015) describes university as a place for teaching and learning, a place for the pursuit of quality education and research. Moreover,

university libraries are established to support the aims and objectives of universities. Since the objectives of most universities are to impart knowledge through teaching and research, university libraries acquire relevant information materials to meet the needs of their respective users who are majorly students and lecturers. To all students, the university library is a centre for learning and information; they make use of the information materials available to access more information on their various disciplines and also to make researches when necessary. In addition, academic staff makes use of the library for research, preparation of their lecture notes and so on. The university library is projected to endow with relevant information sources for the purpose of extracurricular studies, leisure pursuit, entertainment and general knowledge (Aina, 2007).

University libraries as information providers do not only serve students and stakeholders within the university community, they are also under pressure to provide relevant sources of information to their immediate communities (Nkeiru and Nwaohiri, 2013). In essence, the collections of a university library should be dynamic and capable of meeting the needs of lecturers, students, researchers as well as all stakeholders around the community.

Carnegie Corporation of New York (2000), researched into the service delivery of libraries in African countries including academic library, a lot of challenges impeding effective service delivery were discovered. These challenges include: inadequate funding leading to inadequate collections and dependence on donors, poor physical facilities and a failure to keep pace with expanding enrolments, lack of management strategies and poor communications between librarians and university administrators.

Having a glance through these challenges, one is in doubt if libraries in Nigerian universities live up to expectation in their service delivery. For instance, inadequate funding could lead to poor physical facilities and would eventually deprive library users of essential resources and services needed. If there is lack of management strategies and poor communication between librarians and university administration, there might be no synergy between the Library and University leadership. Invariably, the support expected from library to facilitate vision and mission of the universities might be lacking. This could lead to university goal's misplacement in the long run. In essence,

libraries in universities are not likely to meet the academic need of staff and students. This indicates that library users could eventually suffer from poor service delivery.

In view of importance of library in the achievement of goals of universities in Nigeria and all over the world researchers are concerned with continual improvement of services rendered in libraries. For instance Akpan-Atata, Akwang and Eyene (2015) researched into role of institutional repository, free and open source and software –Google, face book, twitter and Skype application in achieving effective service delivery in academic library in Nigeria. They discovered that Nigeria is still struggling with the shortage of technical talents, irregular power supply, facilities and infrastructure to build, maintain and grow new technologies in libraries. This implies that the service delivery has not been able to meet the needs of library users in Nigerian universities. Research works on some variables that could influence library service delivery, these include: leadership qualities (Gaitho, 2017), interpersonal skills (Levy, 1993), total quality management (Gangrade and Khattar, 2014; Borse, 2002; Khurshid, 1997), training and development (Fought and Misawa, 2016), succession planning (Galbraith, Smith and Walker, 2001) among others. In spite of concerted efforts made by researchers on   the improvement of library service delivery, there is still room to advance on current status of library services in Nigerian universities. Thus, this study focused on possible relationship that Total Quality Management and leadership styles could have with service delivery in university libraries.

The concept of Total Quality Management (TQM) originated in Japan and later adopted by the United States of America and United Kingdom. It was initially known to be applicable to manufacturing sector however it has grown fact and cut across different sectors. Total quality management is defined as both philosophy and a set of guiding principles that represent the foundations of a continuously improving organization. Talukder and Ghosh (2004) explained that TQM integrates fundamental management techniques, existing improvements and technical tools under a disciplined approach. There are some elements of TQM that could facilitate optimum performance and effective service delivery if it is adopted in any organisation. Juran and Gryna (1995) and Deming (1986) highlighted key elements to TQM that are useful in the achievement of goals of organisation. These elements are: **customer-**

focused, employee involvement or participation, process-centred, integrated system, strategic and systematic approach, continual improvement, fact-based decision making and communications.

Studies have revealed significant impact of application of total quality management in some organisations. For instance, Kongolo and Dlamini (2014) investigated TQM implementation in Swaziland's sugar industry and its impacts on customer service delivery. The authors discovered that TQM enhanced service delivery in Swaziland sugar industry. Furthermore, the study revealed that TQM has contributed to organisational growth and performance in Swaziland sugar industry. These findings indicated the significance of total quality management in boasting employees' and overall organisational performances and effective service delivery. The findings were in consonance with the assertion of Jung and Wang (2006), that the implementation of TQM has the potential to improve the performance of manufacturing industries in general and customer's satisfaction. Similarly, Ogunnaike, Sholarin and Ezeugwa (2014) examined the effect that total quality management has on the corporate image of universities in Nigeria. The study found that total quality management has an effect on perceived corporate image and quality output.

It is the assumption of this study that library service delivery could be improved if these elements are synergized in university libraries. For instance, if the customer-focused element is given attention in library, the needs of library users will be put into consideration. Thus, the resources and services will be driven by the customers' taste thereby satisfying their yearnings. Also, when the top management leadership is effective and staff are committed, the impact will be felt by the library users. Continuous improvement on resources and services in library is likely to improve customers' satisfaction. Fast response and fact-based decision are elements that could enhance utility derived by the library users. It means requests and needs of library users can be attended to within reasonable period. The TQM element of employee participation encourages inputs from the staff of library in packaging resources and determining quality of services to be rendered. This element inculcates sense of belonging in the subordinates and builds team spirit.

In addition to TQM, the leadership styles adopted by the management of university library could affect the service delivery.

University libraries are sub-system within university system that is influenced by their leadership and university leadership at large. Leadership of an organisation in general is extremely important personality that affects institutional values and achieves the mission of organisation. Gaitho (2017) emphasized that leadership is critical for success and survival of all forms of organisation. This means that leadership can be remote cause for success or failure of any organisation. The coordination of the human element in achieving set goals and objectives is critical.

The role of leaders in library service delivery cannot be undermined. Leaders create a shared vision and inspire others towards realization of goals of library in university system. There are different leadership styles rooted from different leadership theories. The concept of leadership style emanated from classical studies. The following leadership styles are identified: authoritarian leadership style, democratic leadership style and laissez-faire leadership style. Other leadership styles which gained prominence in contemporary leadership theory include transformational leadership, transactional leadership and servant leadership styles (Bass, 1997). Transformational leaders are motivators with the ability to share a vision of future possibilities that inspires fellow employees to place the needs of the group above their own individual interests. Transformational leadership is inspirational, providing scope for intellectual and creative development, which values the role of the individual in achieving a shared vision. Transactional leadership is more closely allied to traditional management techniques with the leader establishing organisational goals and entering into a contractual arrangement with subordinates based on reward and punishment. The servant leader**,** on the other hand, leads through service. The idea of the servant leader is not new, having been introduced by Robert Greenleaf in 1977.

The democratic leadership style is an approach whereby leaders lead the group in a very relaxed yet in-control. Leaders with this approach are referred to as participative leaders. They consult the group often when approaching an issue and consider their suggestions, but the leader retains the final say in what particular approach is taken (Dessler and Starke, 2004). Researchers have found that this leadership style is usually one of the most effective and lead to higher

productivity, better contributions from group members, and increased group morale

On the other hand, a leader operating autocratic style is one who would come up with a solution for the entire group on his own. The autocratic leader would generally solve an issue and make decisions for the group using observations and what they feel is needed or most important for the majority of the group members to benefit at that time (Dessler and Starke, 2004). Authoritarian leaders are also known as autocratic leaders. They provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Authoritarian leaders typically make choices based in their ideas and judgments and rarely accept advice from followers.

While the laissez-faire approach to leadership is the idea that the participants should be able to work problems out and make their way through an expedition without too much extra guidance. These kinds of leaders would provide very little guidance when dealing with group issues on the expedition and would allow group members to come up with decisions on their own. The laissez-faire leader would take an extremely "hands-off" approach to leading in order to encourage group problem-solving and critical thinking, without allowing participants to depend on the leader for the final word. Likewise, Laissez-faire leaders are also known as delegative leadership which allows members to make decision on their own. Researchers have found that this is generally the leadership style that leads to the lowest productivity among group members.

Each of these leadership styles could impact on service delivery in the library. However, the direction of their influences remains unknown. Therefore, it is assumed in this study that application of TQM elements and kind of leadership styles in operation in university library could affect service delivery

Statement of the problem
The role of library service in the accomplishment of university goals as specified in vision and mission statement is very significant. The core mandates of Nigerian universities are teaching, research and

community service. None of these three cardinal functions can be executed without the use of library. This makes library service delivery relevant. However, the challenges bedeviling Nigerian libraries as reported in the background to this study are signals that services being rendered in libraries in Nigerian universities appear to fall below expectation. Some of the challenges are inadequate funds, inadequate infrastructure, limited reading spaces and inadequate resources. These challenges result into poor service delivery in university library. The implications of this poor service delivery range from poor quality research, ineffective teaching-learning process to displacement of universities' vision and mission statements.

Though, previous researchers have investigated some of variables that could facilitate service delivery in university library. Amongst the variables considered by previous studies are leadership qualities, interpersonal skills, total quality management, training and development and succession planning. Each of these variables was investigated as they related to library service delivery. This study is therefore set out to investigate possible influence of total quality management and leadership styles on service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State.

Hypotheses
The following null hypotheses are formulated and will be tested at 0.05 level of significance.

Ho$_1$: There is no significant relationship between Total Quality Management **(Customer-focused, Total employee involvement, Process-centered, Integrated system, Strategic and systematic approach, Continual improvement, Fact-based decision making and Communications)** and service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State?

Ho$_2$: There is no significant relationship between leadership styles (transactional, transformation, democratic, authoritarian, laissez-faire) and service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State?

Ho$_3$: Total Quality Management and leadership styles will not have relative influence on service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State?

Ho$_4$ Total Quality Management and leadership styles will not have joint influence on service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State?

Methodology

This study used descriptive survey research design of ex-post facto type. The study covered the library personnel, undergraduate and post graduate students of University of Ibadan and Ajayi Crowther University Oyo State, Nigeria. The total size of the population for the study was 142 library personnel and 6,147 students making a total of 6289 respectively. The study made use of two stages sampling procedure in obtaining its samples. A total of 686 participants were involved in this study and this represented 92.1% of the study population. However, out of 632 questionnaires returned only 538 were found usable and valid for analysis.

Three instruments were used for data collection. Two questionnaires and one Interview Guide. The three instruments were self-developed by the researcher.

The first research instrument tagged "Total Quality Management, Leaderships Style Questionnaire' (TQMLSQ) meant for the library personnel. It comprised four sections. It sought for information on elements of TQM and Leadership styles as well as items on Service Delivery.

The second instrument is tagged "Library Service Delivery Questionnaire" (LSDQ) meant for the library users. It comprised items on extent at which the library users enjoy services provided by the different sections in the Library.

Interview Guide: The interview guide was developed to facilitate interview with the library users. There are 5 open-ended questions for users. The qualitative information generated was used to discuss the quantitative results in chapter four.

The three instruments were content and face validated. The reliability coefficients were established with the use of Cronbach Alpha. The reliability coefficients for Total Quality Management, Leaderships

Style Questionnaire' (TQMLSQ) and Library Service Delivery Questionnaire" (LSDQ) were (0.96) and (0.75) respectively.

The data collected were analysed through Pearson Product Moment Correlation and Multiple regression at 0.05 level of significance.

Results and Discussion of findings

$H0_1$ There is no significant relationship between total quality management (customer-focused, total employee involvement, process-centered, integrated system, strategic and systematic approach, continual improvement, fact-based decision making and communications) and service delivery in Ajayi Crowther University and the University of Ibadan libraries, Oyo State.

Table 1: Relationship between Total Quality Management and Service Delivery in Ajayi Crowther University and University of Ibadan Libraries

Variable	N	Mean	Std. Dev.	r	P-value	Remarks
Total Quality Management	63	161.098	16.1806	0.785	0.001	Significant
Service Delivery	63	16.871	2.0684			

Significant at 0.05 level

Table 1 shows result of hypothesis one formulated on the relationship between total quality management (TQM) and service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State. The result revealed a significant relationship between TQM and service delivery (r = 0.785; P < 0.05), the hypothesis is therefore rejected at 0.05 level of significance. This implies that indicators of TQM like customer-focused, total employee involvement, process-centered, integrated system, strategic and systematic approach, continual improvement, fact-based decision making and communications has significant relationship with service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State. Mean values of TQM was given as 161.098, service delivery was 16.871 while standard deviation values of the two variables are 16.1806 and 2.0684 respectively.

 H$_{02}$:   There is no significant relationship between leadership styles (transactional, transformational, democratic, authoritarian, laissez faire) and service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State.

Table 2: Relationship between Leadership Styles and Service Delivery in Ajayi Crowther University and University of Ibadan Libraries

Variable	N	Mean	Std. Dev.	r	P - value	Remarks
Leadership Styles	63	75.982	8.0011			
Service Delivery	63	16.871	2.0684	0.368	0.005	Significant

Significant at 0.05 level

Table 2 presents result of hypothesis 2 on relationship between leadership styles and service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State. The result revealed that there is a significant relationship between TQM and service delivery (r = 0.3685; $P<0.05$). The implication of this is that leadership styles (transactional, transformational, democratic, authoritarian, laissez faire) has relationship with service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State, therefore the hypothesis is rejected at 0.05 level of significance. Mean values of leadership style was given as 75.982, service delivery was 16.871 while standard deviation values of the two variables are 8.0011 and 2.0684 respectively.

 H$_{03}$:   Total quality management and leadership styles will not have relative influence on service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State.

Table 3: Relative Influence of Total Quality Management and Leadership Styles on Service Delivery in Ajayi Crowther University and University of Ibadan Libraries

Dependent Variable	Independent Variable	Unstandardized Coefficient B	Std. Error	Stand. Coefficient Beta Contribution	T	Sig.
	(Constant)	1.195	2.351		0.508	0.614
Service	Total Quality	0.105	0.021	0.785	6.881	0.000
Delivery	Management	-0.014	0.030	-0.054	-0.472	0.639
	Leadership Style					

Table 3 reveals the relative influence of total quality management and leadership style on the dependent variable, (service delivery) expressed as beta weights, viz: total quality management ($\beta = 0.785$, $P > 0.05$), leadership style ($\beta = -0.054$, $P > 0.05$). Results on the table shows that while TQM has significant influence on service delivery, leadership styles has no significant relative influence on service delivery.

H$_{04}$: Total quality management and leadership styles will not have joint influence on service delivery in Ajayi Crowther University and University of Ibadan libraries, Oyo State.

Table 4: Joint Influence of Total Quality Management and Leadership Styles on Service Delivery in Ajayi Crowther University and University of Ibadan Libraries

Model	Sum of Squares	Df	Mean Square	F	Sig.	Remark
Regression	109.391	2	54.695			
Residual	80.524	60	1.830	29.887	0.000	significant
Total	189.915	62				

R = 0.759
R Square = 0.576
Adjusted R Square = 0.557
Std, Error of the Estimate = 1.35281

Table 4 presents analysis of hypothesis four, testing for joint influence of total quality management and leadership styles on service delivery in Ajayi Crowther University and University of Ibadan libraries. The finding shows a significant joint influence of TQM and leadership style on service delivery (R = 0.759; P < 0.05). The coefficient of determination (Adjusted R Square = 0.557) shows that 55.7% of the total variations in service delivery in Ajayi Crowther University and University of Ibadan libraries accounted for change in the TQM and leadership styles. The linear combination of the predictor variables was found to have significant influence on library service delivery ($F_{(2, 60)}$ = 29.887); P < 0.05. Therefore, the hypothesis was not accepted at 0.05 level of significance, which implies TQM and leadership styles have joint significant influence on service delivery in Ajayi Crowther University and University of Ibadan libraries

Discussion
The result of hypothesis one revealed that there was a significant positive relationship between Total Quality Management **(Customer-focused, Total employee involvement, Process-centered, Integrated system, Strategic and systematic approach, Continual improvement, Fact-based decision making and Communications)** and service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State. The finding of this study corroborated Nwakanma, Ubani, Asiegbu and Ngene (2014) who found that Total Quality Management (TQM) is significant for sustainable competitive advantage in service delivery to customers. It also buttressed Maloba (2014), in her study on total quality management and service delivery at world vision Kenya found that TQM implementation has positive effects on overall business performance and service delivery. The study further revealed that implementing TQM does pay off since the benefits accrued include: improved quality, employee satisfaction, productivity, employee participation, teamwork, communication, profitability and market share.

Similarly, the finding buttresses Kongolo and Dlamini (2014), that TQM enhanced service delivery in Swaziland sugar industry. It indicated that through TQM, customers are satisfied and willing to buy the industry's products even at a high price. TQM has also impacted positively on the industry's performance and growth. The profit

margins have increased leading to a possibility of an increase in the market share for sugar. The finding of this study implies that if the elements of TQM are applied effectively it would lead to the achievement of improved service delivery.

The result of hypothesis two confirmed a positive significant relationship between leadership styles (transactional, transformation, democratic, authoritarian, laissez-faire) and service delivery in Ajayi Crowther University and University of Ibadan Libraries, Oyo State. The finding supports the extant research or literature. In their report, Kalu and Okpokwasili (2018), revealed that democratic leadership style in academic libraries studied has positive influence on subordinates' job performance because it results in high employees' productivity which could mean service delivery.

Moreover, Okpamen (2017), investigated the influence of leadership styles on work performance of Staff. The result showed that, democratic leadership style positively influence performance and it recommend that universities management should encourage democratic style of leadership at all levels of leadership in other to enhance high work performance among staff and create room for innovation, sense of belongingness and team work among staff. Similarly, Olusola, Mulikat, and Fredrick (2010), examined the influence of leadership styles on subordinates' performance in Nigerian libraries and concluded that there is a cordial relationship in the mode of subordinate to have high sense of belonging and efficient at work. The finding does not differ from Twanga (2010), who revealed that leadership style has positive impact on improving service delivery. The finding implies that leadership could determine whether to improve service delivery of mar it. The style adopted at a particular point is likely to determine what result comes out of it.

From the result of hypothesis three, it was discovered that the Total Quality Management **(Customer-focused, Total employee involvement, Process-centered, Integrated system, Strategic and systematic approach, Continual improvement, Fact-based decision making and Communications)** has relative influence on service delivery while leadership styles (transactional, transformation, democratic, authoritarian, laissez-faire) did not have significant influence on service delivery.

It could be inferred from this finding that Total Quality Management is more potent in determining the direction of service delivery than leadership styles. Nevertheless, this does not mean that leadership style be relegated to the background.

The finding from result of hypothesis four showed that Total Quality Management **(Customer-focused, Total employee involvement, Process-centered, Integrated system, Strategic and systematic approach, Continual improvement, Fact-based decision making and Communications)** and leadership styles (transactional, transformation, democratic, authoritarian, laissez-faire) have joint influe`nce on service delivery in the University of Ibadan Library.

The finding of the study showed that the two independent variables – Total Quality Management and Leadership styles are strong when taken together to show the direction of personnel service delivery in any library.

Conclusion

The study concluded that leadership styles play important role in service delivery of libraries in universities. Likewise, Total Quality Management facilitates improved library service delivery in universities. In summary, both leadership styles and Total Quality Management are important factor in enhancing library service delivery in private and public universities in Oyo State. Therefore, it implies that library service delivery could be improved if the management of library in universities give attention to these two variables.

Recommendations

The following recommendations are made based on the findings of the study:

1. Since transformational and transactional are the leadership styles predominant in both universities, more attention should be given to leader or subordinate relationship.
2. Adequate practice of Total Quality Management elements should be facilitated in university libraries so as to improved service delivery.
3. The ICT resources that are necessary for effective service delivery should be procured for the use of library patrons.

4. There is need for regular orientation for staff on good human relations. This will go a long way in creating good image for the library.

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