Leadership Style, Emotional Intelligence, Organisational Structure and Service Quality among Library Personnel in Colleges of Education, South west, Nigeria

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Being a Thesis submitted to the Department of Information Management Faculty of Communication and Information Science, Lead City University, Ibadan, Oyo State, Nigeria

In Partial Fulfillment of the Requirements for the Award of Degree of Doctor of Philosophy (PhD) in Library and Information Science

2025

Certification

This is to certify that Rokibat Mayowa KARIM-ASIYANBI with matriculation number LCU/PG/001053 carried out this research work titled "Leadership Style, Emotional Intelligence, Organisational Structure and Service Quality among Library Personnel in Colleges of Education, South-west, Nigeria" in the Department of Information Management, Faculty of Communication and Information Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy Degree (PhD) in Library and Information Science and that this work has not been previously submitted.

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Date

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Dedication

This work is dedicated to God Almighty for His guidance and protection through the course of my study at Lead City University, Ibadan.

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Abstract

Library service quality is a critical determinant of user satisfaction and the overall effectiveness of academic libraries. High-quality services ensure timely access to relevant information, support learning and research, and promote the intellectual development of students and staff. The perception of service quality is shaped not only by staff responsiveness, competence, and empathy, as well as the adequacy of library resources and facilities, but also by leadership style, emotional intelligence, and organisational structure within the College of Education libraries in South-west Nigeria. The research is guided by Model and theories LibQUAL Model, Situational leadership theory, Emotional intelligence Model and Mintzbergs Theory, This study examined how leadership style, emotional intelligence, and organisational structure collectively influence service quality in Colleges of Education libraries in South-West Nigeria. The population comprised 183 library personnel across 11 colleges, with total enumeration sampling employed due to the relatively small population size. A mixed-method approach was adopted, combining structured questionnaires titled Leadership Style, Emotional Intelligence, Organisational Structure and Service Quality among Library Personnel in Colleges of Education, South-west Nigeria and in-depth interviews with 21 library users. The instruments were validated by PhD-level experts in library science, and reliability and adequacy were confirmed. The instruments reliability was also confirmed at Cronbach-alpha score of 0.72, 0.93 and 0.70 for the variables respectively. A total of 147 questionnaires were returned for analysis. Data analysis employed both descriptive and inferential statistics. Frequencies, percentages, and means were used to address demographic data and the four research questions, while regression analysis tested four hypotheses at a 0.05 significance level. Findings revealed that service quality among library personnel in Colleges of Education libraries is high. The study also identified directive leadership as the predominant style, noted a high level of emotional intelligence among library personnel, and confirmed professional bureaucracy as the prevailing organizational structure. Inferential analysis indicated that there was a significant combined influence of leadership style, emotional intelligence and organisational structure on service quality in college of education libraries in South-west Nigeria (Adj. R^2=43.643, F(3,143)=43.643, p=0.000), with their combined effect exerting a powerful impact on service delivery. Based on these findings, it was recommended that library management continue investing in staff training, the provision of adequate facilities, and access to up-to-date information resources. Regular monitoring and evaluation should be conducted to maintain high service standards and identify areas for continuous improvement.

Keywords: Leadership Style, Emotional Intelligence, Organisational Structure, Service Quality, Library Personnel

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List of Abbreviation

E I - Emotional Intelligence

A S - Affect of Service

I C - Information Control

C L S - Coaching Leadership Styles

A R L - Association Research Libraries

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