

Leadership Style and Library Digital Transformation of Private University Libraries in Southwest Nigeria

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Article Info

Article history:

Received: April 29, 2024

Revised: June 18, 2024

Accepted: July 16, 2024

Keywords:

Leadership style;

Academic libraries;

Digital transformation;

Library management;

Private universities.

Kata Kunci:

Gaya kepemimpinan,

Perpustakaan akademik,

Transformasi digital,

Manajemen perpustakaan,

Universitas swasta.

ABSTRACT

The twenty first century have seen a lot of innovation and advancement in technology. Old ways of doing things especially in academic libraries have been modified and transformed with technologies that make work faster and easier and makes service delivery more effective. These technologies and the way they work have been termed digital transformation. However, whatever digital transformation direction a library takes is a function of the leadership. With the above in mind, this paper investigated leadership style as a predictor of digital transformation in private university libraries in western Nigeria. The survey research of the correlational type was used. The population of the study are librarians from six private universities in South west Nigeria. The questionnaire was the instrument for data collection. Findings revealed that transformational leadership was the predominant style of leadership in private university libraries with mean of 24.12; KOHA was the most recent platform for DT in the libraries studied; level of digital transformation was revealed to be high. The hypothesis tested was rejected as leadership style was revealed to be significantly correlated with digital transformation in libraries. It is recommended that management of libraries should foster a culture of continuous learning and innovation. Building on the predominant transformational leadership style identified, private university libraries should continue to encourage a culture of continuous learning and innovation among library staff.

ABSTRAK

Abad ke-21 telah menyaksikan banyak inovasi dan kemajuan dalam teknologi. Cara-cara lama dalam melakukan sesuatu, terutama di perpustakaan akademik, telah dimodifikasi dan diubah dengan teknologi yang membuat pekerjaan lebih cepat dan lebih mudah serta meningkatkan efektivitas penyampaian layanan. Teknologi-teknologi ini dan cara kerjanya disebut transformasi digital. Namun, arah transformasi digital yang diambil oleh perpustakaan adalah fungsi dari kepemimpinan. Dengan pemikiran tersebut, makalah ini menyelidiki gaya kepemimpinan sebagai prediktor transformasi digital di perpustakaan universitas swasta di Nigeria bagian barat. Penelitian survei tipe korelasional digunakan. Populasi penelitian adalah pustakawan dari enam universitas swasta di Nigeria bagian barat daya. Kuesioner adalah instrumen untuk pengumpulan data. Temuan mengungkapkan bahwa kepemimpinan transformasional adalah gaya kepemimpinan yang dominan di perpustakaan universitas swasta dengan nilai rata-rata 24,12; KOHA adalah platform terbaru untuk transformasi digital di perpustakaan yang diteliti; tingkat transformasi digital terungkap tinggi. Hipotesis yang diuji ditolak karena gaya kepemimpinan terbukti berkorelasi signifikan dengan transformasi digital di perpustakaan. Disarankan agar manajemen perpustakaan mendorong budaya pembelajaran dan inovasi yang berkelanjutan. Berdasarkan gaya kepemimpinan transformasional yang dominan,

perpustakaan universitas swasta harus terus mendorong budaya pembelajaran dan inovasi yang berkelanjutan di kalangan staf perpustakaan.

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1. INTRODUCTION

The library is a growing organism that has to be abreast of advancement especially as it relates to information service provision and delivery if it wants to be on top of its game. It is a great understatement to say that technology has virtually affected how information delivery and other functions are being carried out in the library. All human endeavours have been affected in one way or the other by technology. Libraries must continuously reinvent themselves in order to satisfy user demands and successfully compete among the numerous options users have to meet their information needs. The library's goal of upholding structure and order within a body of knowledge conflicts with this practical necessity for change.

This demand for consistency and order, whether in an academic, special, or public library, is frequently at odds with industry-level influences that shape and alter how libraries meet user needs. Libraries must successfully navigate these changes while staying loyal to their purpose of knowledge preservation by evolving if they want to stay competitive and financially sustainable. Such creativity requires proactive leadership (Germano, 2011). The use of computer-based technologies in an organisation's strategies, procedures, and products is known as digital transformation. Organisations invest in digital transformation to boost their ability to compete and interact more effectively and serve their staff members and consumers. Organisations as a result of digital technologies and processes are able to properly be in tune with client expectations both in the present time and as they evolve over time.

furthermore, digital transformation makes possible the competencies and framework required for utilisation of rapidly emerging technologies that can give one an edge among competitors. With digital transformation, the library is able to maximize its functions and provide better service delivery to her users and remain relevant in the information explosion age since digital transformation entails information management. Since information is the major commodity of the library as custodian of information, digital transformation in the library becomes a necessity. Organisations no longer create, access, or use data and information, particularly digital data and information, in the same way. Information is a precious asset that the organisation needs to secure and safeguard (Mukhtar, et al. 2020). It is important to remember that having access to and using contemporary, potent information technology tools alone is insufficient. Libraries require capable leadership, clear management, and a compelling vision in order to fully tap into these emerging technologies for service delivery and job performance (Savic, 2021).

As laudable as integrating digital transformation into the library system is, leadership is essential to the success of any digital transformation drive. Leadership needs to see the advantages in digital transformation in the library and the attending benefits to be derived from it. A leader that is not visionary will not see the need for digital transformation. Development has an impact on how leaders operate and interact with their workforce. For instance, the usage of emerging technologies in organisations has an impact on the workforce's awareness of

oneself behavioural preferences, and skill requirements, as well as how work is completed and structured (Lund, 2019). Additionally, digital technology give staff members' new avenues for interpersonal interaction and the creation of new job opportunities, while also fundamentally altering or even replacing existing practices.

While leadership principles do not typically undergo considerable change, Sow and Aborbie (2018) relate the differences between leadership in the digital era and traditional leadership to a changing work context in particular. Nowadays there is recognition of organisational leadership within the context of moving towards a society that is increasingly diverse and information-dense. Some leaders are referred to as digital leaders because they readily embrace technology to improve their work activities and in the case of the library and other services-oriented organisations, provide improved service delivery to their clients using technology. On the other hand, some leaders are referred to as analogue leaders since they are averse to use of technology in whatever form for a number of reasons ranging from personal to having a feeling of competitiveness.

Leadership style in libraries

Leadership as a term has been defined severally by scholars. Leadership is defined as the relationship that exists with one's followers and which determines, inspires, or enable others to fulfill particular objectives (Reed et al. 2019). Since leadership has no single definition since it changes so much as a result of the environment in which it is studied, leaders work as agents of change by directing followers and helping them to accomplish their goals (Costa et al, 2023). The technique of using individuals to accomplish agreed-upon objectives is known as leadership; this process is distinguished by the immersive impact of the leader and followers as well as by the environment in where it happens. Additionally, coaching and mentoring may be involved. Leaders contribute to organisations by encouraging, motivating, and inspiring personnel, ensuring results, and being inventive and result-driven (Olanrewaju and Okorie, 2019).

Leadership is the process of using influence as a persuasive tool to persuade people to comply in order to accomplish organisational goals. It comprises delegating responsibilities and efficiently applying principles to realize organisational objectives (Pembi, et al 2022). Since they capture the purpose of organisations, which is to persuade individuals to accomplish goals, leadership plays a pivotal role in the growth and development of organisations. Therefore, an organization's leadership should be able to persuade its members to work voluntarily towards reaching objectives, use technologies that will increase staff productivity and user satisfaction and generally work towards ensuring that the organisational goals and objectives are met.

However, no two leader exhibits the same characteristic. This is because people's personality, circumstances and even the organisation may shape the way they lead. These differences are what characterizes leadership style. The style of a leader predicts how the organisation is run, the leader's interaction with subordinates and amenability to use of technology. Once leaders have an impact on people and are supporting innovative processes, their leadership style will empower organisational innovation (Łukowski, 2017). A leader's way and strategy for giving directions, fulfilling strategies, and inspiring others is therefore known as their leadership style (Perera, et al. 2021).

Several leadership styles have been propounded by scholars (Weihrich et al. 2011; DeRue and Myers, 2013; Ojokuku et al., 2012). The autocratic leader who makes all of the choices because it is believed that workers are bad, weak, not motivated, poor decision makers, and possess reasoning capabilities. Therefore, they must be prompted, commanded, pushed,

and forced to do their duties; the democratic leader who invites team members to participate in organisational decision-making. This approach supports everyone in the group, leadership responsibilities are shared, and communication and decision-making are as a result of input from everyone in the group (Shala et al, 2021); Transformational leadership is concerned with the needs and growth of their followers. Transformational leadership, according to Odumeru and Ogbonna (2013), enhances motivation of followers, morale, and performance by tying followers' sense of self to the project and the organisation's collective identity. In addition to developing their team members' talents, transformational leaders emphasize helping them build their moral character, motivation, and value system (Ojokuku et al., 2012). The transactional leader emphasizes on rewards and penalties. According to Jangu (2022), when their followers do the duty they were given, they receive tips in kind or money. Due to the fact that the team's operational guidelines are handed out, the transactional leadership style thrives in a rigorous atmosphere. As a result, the members' originality and inventiveness are ignored and disregarded. The laissez-faire leadership style is also referred to as "free-rein". It is a leadership approach that empowers followers to choose their own purpose and direction. The leader, if at all, exercises power, does so with caution and grants subordinates a high degree of autonomy in their work. According to Weihrich et al. (2011), these leaders rely heavily on their followers to choose their own objectives and methods of implementation. If the people one is leading have expertise and experience, this leadership style can be very effective. The more seasoned subordinates frequently take on leadership roles and accept accountability.

Akpoborore and Omosekejimi (2020) in a study about leadership style in university libraries, studied 672 library staff from 23 university libraries in South-south Nigeria, found that autocratic type of leadership was the predominant style of leadership in the libraries studied. Although the respondents preferred the democratic style of leadership as it would ensure team work, organisational commitment, good decision-making skill and delegation of responsibilities. However, the study of Lawrence (2019) found contrarily. The author found in a study of 43 library staff in Abraka about leadership style and library staff attitude that the democratic and laissez-faire leadership styles used by university librarians have a significant impact on the level of devotion, commitment, and dedication shown by library workers to their job-related tasks in the library.

Transformational leadership was shown to be more impactful to knowledge sharing as it was found in a study by Ugwu et al (2020) of 216 librarians at various private, state, and federal university libraries in Nigeria. It was revealed in the results that knowledge sharing was more effected by transformational leadership than by transactional leadership. It is therefore safe to adjudge from the findings that transformational leadership style is more likely to elicit feelings of comradie among members of a library thereby leading to them collaborating and sharing knowledge with one another.

Digital transformation in libraries

In recent years, a diverse range of computerized information resources has been developed by publishers and libraries. Information is no longer produced in the form of paper and ink, but rather in electronic formats, such as e-books, e-papers, and other digital sources. The rapid growth in the production of electronic-based information has given rise to the term digital library (Safri, 2019). Information access and dissemination have always been at the forefront of library services. Libraries have had to change as the world has grown more digital in order to satisfy the evolving requirements of its patrons. As a result, libraries are going

through a digital transformation process where they are utilising technology to enhance their operations and services.

Using technology alone is not what digital transformation is all about. It also involves altering how libraries view their function in society (Okunlaya, et al. 2022). In the past, libraries were thought of as databanks. They are now regarded as educational institutions, social hubs, and cultural institutions. Libraries are able to fulfil this new role thanks to digital transformation, which gives them access to a larger variety of data, resources, and services (Singh and Asif, 2019).

Digital transformation in libraries involve using technology, people and processes to improve the function of the library. With the availability of alternative sources of information resources such as the internet available to information users, the library needs to leverage on these technologies to ensure it gets the attention of users. Adeleke et al (2022) posit that users want information in the now and there are various channels apart from the library through which this information can be got. The internet, google, search engines and Artificial Intelligence (AI) are alternatives that are readily available and at their fingertips.

According to Efrane et al. (2022), digital transformation in the library could take several forms ranging from outright digitizing of the entire library holdings to providing services using technological tools. Digital transformation drives in the library include digital library software (Dspace, Greenstone, e-prints), e-book/e-journals, KOHA deployment and institutional repositories. Adoption of these digital platforms ensures that libraries are able to meet the information needs of their users using relevant technology.

Adekoya and Inyang (2020) found in a study of 402 librarians working in academic libraries in Southwest Nigeria that the adoption of ICT in Nigerian academic libraries is significantly influenced by library leadership. The results of the study showed that while academic libraries benefit from both transformational and transactional leadership styles, respondents preferred transformational leaders over transactional ones. The implication of this finding is that leadership style influences digital transformation since ICT adoption is an aspect of digital transformation.

The significance of this research lies in its direct relevance to the contemporary challenges facing libraries amidst the digital age. With the rapid advancement of technology, libraries are compelled to undergo digital transformations to remain pertinent in fulfilling their traditional roles while adapting to evolving user needs. Leadership within these institutions plays an important role in orchestrating and navigating such transformations. Thus, understanding how leadership styles influence the digital transformation process in libraries is imperative for effective management and strategic planning.

While there is existing literature on digital transformation in libraries and leadership styles in various organisational contexts, there is a notable dearth of research specifically examining the relationship between leadership styles and digital transformation within university libraries in Nigeria, particularly in the private universities and within the Southwest region. Previous studies have often focused on developed countries or public institutions, neglecting the unique dynamics and challenges faced by private university libraries in Nigeria. Consequently, this research aims to bridge this gap by providing empirical insights into how different leadership styles impact the digital transformation initiatives of private university libraries in Southwest Nigeria. By doing so, it will contribute to the existing scholarship by offering context-specific knowledge and practical implications for library administrators, policymakers, and researchers seeking to enhance digital capabilities in similar settings.

Research questions

The study specifically sought to answer the question; does leadership style predict digital transformation in the library? Answers from the findings answered the following specific questions;

1. What is the predominant leadership style exhibited by the librarians in the libraries being study?
2. What is the predominant type of digital transformation that has occurred in the past 5 years in the libraries being studied?
3. What is the level of digital transformation in the libraries being studied?

Hypothesis

Leadership style has no significant influence on digital transformation in private university libraries in South West Nigeria

2. METHOD

The survey design of the correlational type is used for this study. This research design is used to describe, quantify or characterize a person or group of persons (Curtis, 2017) and to show the relationship between variables. Research questions have been drawn up in line with the research objectives.

Research instrument

The questionnaire is the instrument used for the study with questions formulated in line with the research questions. The population comprises of the librarians of the six private universities being studied under southwest, Nigeria: Ajayi Crowther University, Oyo, Bowen University, Iwo; Fountain University, Abeokuta; Babcock University, Ilisan Remo; Covenant University, Ota, Ogun State and Redeemers University, Ede in Osun state. The census sample technique was used as all the library staff of the universities were the respondents. Data was analysed using frequency count, and descriptive statistics of mean and standard deviation. Regression analysis was used to test the only hypothesis put forward at 0.05 level of significance.

3. RESULTS AND DISCUSSIONS

**Table 1: Predominant Leadership Style exhibited by the Librarians
Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Deviation	Statistic	Std. Error	Statistic	Std. Error
Transformational Leadership Style	150	13	31	24.12	3.872	-.659	.198	.042	.394
Autocratic Leadership Style	150	7	28	19.73	4.393	-.601	.198	-.034	.394
Transactional Leadership Style	150	9	23	17.95	2.937	-.823	.198	.805	.394
Laissez-Faire Leadership Style	150	9	24	17.09	3.087	-.023	.198	-.364	.394
Valid N (listwise)	150								

Source: Author’s Computation, 2024

Table 1 illustrates the response rate on the predominant leadership style exhibited by librarians. Based on the result in the table above, transformational leadership is the predominant style with mean statistics of (x = 24.12).

This result implies that transformational leadership style which is concerned with needs and growth of organisation and employees is highly exhibited by librarians in private universities in Southwest Nigeria.

Research Question 2: What is the predominant type of digital transformation that has occurred in the past 5 years in the libraries being studied?

Table 2: Predominant type of digital transformation
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
KOHA	150	1	4	3.45	.701	-1.373	.198	2.195	.394
Institutional Repository	150	1	4	3.31	.646	-.860	.198	1.646	.394
Digital Library Software	150	1	4	3.12	.750	-.877	.198	1.106	.394
RFID	150	1	4	3.05	.922	-.614	.198	-.562	.394
Docuware	150	1	4	2.76	.872	-.434	.198	-.385	.394
TinLib	150	1	4	2.93	.902	-.534	.198	-.455	.394
Alice for Window	150	1	4	2.73	.994	-.313	.198	-.931	.394
CDS/ISIS	150	1	4	3.03	.831	-.632	.198	-.048	.394
Strategic Library Automation Management	150	1	4	2.72	.920	-.145	.198	-.852	.394
New Generation Library	150	1	4	2.94	.876	-.489	.198	-.446	.394
Alexandria Library Management	150	1	4	2.93	1.001	-.638	.198	-.634	.394
Valid N (listwise)	150								

Source: Author's Computation, 2024

Table 2 summarizes the responses on the predominant type of digital transformation that has occurred in the past 5 years in the libraries understudied. The results show that the digital transformation that has occurred in the past 5 years in the libraries are in the order of KOHA with mean value (x = 3.45).

The result indicates that KOHA and Institutional Repository (IR) have been the predominant digital transformation that have occurred in Nigerian private universities understudied in the past 5 years.

Research Question 3: What is the level of digital transformation in the libraries being studied?

Table 3: Level of Digital Transformation in the Library

S/N	Statement	SA	A	D	SD	Mean	Std. Deviation
	Corporate Digital Transformation Strategy						

129 Leadership Style and Library Digital Transformation of Private University Libraries in Southwest Nigeria

1.	Digital transformation (DT) is at the core of the library's corporate strategy.	36 (24.0%)	75 (50.0%)	27 (18.0%)	12 (8.0%)	2.90	.857
2.	SMART goals have been defined for the DT of our library.	40 (26.7%)	75 (50.0%)	24 (16.0%)	11 (7.3%)	2.96	.850
3.	Regular status meeting are held to access the success level of the DT objectives.	37 (24.7%)	67 (44.7%)	29 (19.3%)	17 (11.3%)	2.83	.932
4.	User satisfaction is the core goals of my library's DT corporate strategy	34 (22.7%)	66 (44.0%)	40 (26.7%)	10 (6.7%)	2.83	.857
5.	My library's corporate DT strategy is a personalized roadmap of where change is most effective.	37 (24.7%)	89 (59.3%)	18 (12.0%)	6 (4.0%)	3.05	.727
	Leadership and corporate culture						
6.	The Top Management of the library is actively driving the DT in our library.	45 (30.0%)	83 (55.3%)	10 (6.7%)	12 (8.0%)	3.07	.828
7.	The middle Management supports and drives the change management processes that are necessary for the success of digital transformation.	53 (35.3%)	71 (47.3%)	20 (13.3%)	6 (4.0%)	3.14	.795
8.	The librarians in our library are adequately resourced for DT	25 (16.7%)	82 (54.7%)	30 (30.0%)	13 (8.7%)	2.79	.822
9.	The leadership of my library is accepting of the changes that DT has brought about.	45 (30.0%)	57 (38.0%)	32 (21.3%)	16 (10.7%)	2.87	.964
10.	Top management of the library continuously develop their leadership skills and stay up-to-date with emerging	47 (31.3%)	41 (27.3%)	39 (26.0%)	23 (15.3%)	2.75	1.063
	Organization and Process						
11.	There is an Organizational Change Management and communication strategy for ongoing and planned DT activities for the library	53 (35.3%)	63 (42.0%)	24 (16.0%)	10 (6.7%)	3.06	.884
12.	In order to shape the DT journey, joint collaboration between library functions is highlighted as a key priority.	39 (26.0%)	54 (36.0%)	35 (23.3%)	22 (14.7%)	2.73	1.008
13.	Digital technologies are often used to analyze library processes for possible improvements.	51 (43.0%)	73 (48.7%)	18 (12.0%)	8 (5.3%)	3.11	.815
14.	Digital models are used in my library to continuously plan, design, and monitor our daily operations..	67 (44.7%)	52 (34.7%)	21 (14.0%)	10 (6.7%)	3.17	.910
15.	My library makes extensive use of the flexibility of new forms of work and organisation made possible by digital technologies.	49 (32.7%)	45 (30.0%)	41 (27.3%)	15 (10.0%)	2.85	.992
	Library staff and competencies						

16.	Library staff are provided training in order to have a competent workforce that can support DT	37 (24.7%)	55 (36.7%)	46 (30.7%)	12 (8.0%)	2.78	.911
17.	As a library, staff fully understand the concept of DT.	36 (24.0%)	46 (30.7%)	60 (40.0%)	8 (5.3%)	2.73	.887
18.	In our library, digital solutions are massively used for operations execution	35 (23.3%)	55 (36.7%)	49 (32.7%)	11 (7.3%)	2.76	.895
19.	The digital competencies of library staff are regularly updated so as to react to the changed requirements through digitalization.	50 (33.3%)	67 (44.7%)	26 (17.3%)	7 (4.7%)	3.07	.833
20.	The personal skills of library staff are sufficiently well developed to successfully master the challenges of digitalization.	46 (30.7%)	62 (41.3%)	34 (22.7%)	8 (5.3%)	2.97	.867
	Operational technology (KOHA, IR, digital library software, RFID etc)						
21.	Our library invests long-term in new technologies to drive DT.	61 (40.7%)	45 (30.0%)	33 (22.0%)	11 (7.3%)	3.04	.962
22.	As a library policy, we regularly update our IT infrastructure/architecture and ensure they reflect the latest technological development.	68 (45.3%)	35 (23.3%)	38 (25.3%)	9 (6.0%)	3.08	.973
23.	We have a mature digital technology landscape that enables the collection, consolidation and analysis of data in real time.	41 (27.3%)	70 (46.7%)	25 (16.7%)	14 (9.3%)	2.92	.901
24.	To increase cross-functional collaboration and expertise within the library, we heavily utilize digital information and communication technology.	32 (21.3%)	96 (64.0%)	18 (12.0%)	4 (2.7%)	3.04	.664
25.	The IT security guidelines and standards that are required are in place at my library.	58 (38.7%)	68 (45.3%)	16 (10.7%)	8 (5.3%)	3.17	.825
	Benchmarking and innovation						
26.	My library actively involves/collaborate with external stakeholders (IT vendors and partners) to develop and implement DT solutions.	43 (28.7%)	85 (56.7%)	18 (12.0%)	4 (2.7%)	3.11	.710
27.	We regularly benchmark our digital technology tools with other libraries as a deliberate strategy for deepening our DT adoption	23 (15.3%)	84 (56.0%)	36 (24.0%)	7 (4.7%)	2.82	.742
28.	We keep a methodical and ongoing eye on developments in technology to spot fresh ideas for advancing our DT model.	55 (36.7%)	64 (42.7%)	23 (15.3%)	8 (5.3%)	3.11	.853
29.	Our library employs usage data that is digitally recorded and analyzes it in a methodical manner	46 (30.7%)	49 (32.7%)	44 (29.3%)	11 (7.3%)	2.87	.939

131 Leadership Style and Library Digital Transformation of Private University Libraries in Southwest Nigeria

	to improve its offerings of services over time.						
30.	My library has added a wealth of digital resources such as SDI and CAS to fully complement our services.	64 (42.7%)	67 (44.7%)	16 (10.7%)	3 (2.0%)	3.28	.734

Source: Author's Computation, 2024

Table 3 displays the answers to the level of DT in the libraries under study. Based on the responses to corporate digital transformation strategy, the response with the highest mean value ($x = 3.05$) demonstrates that the library's corporate digital transformation strategy is a tailored roadmap of where change is most effective. The findings from leadership and corporate culture also show that middle management supports and drives the change management processes required for the achievement DT, with a mean of ($x = 3.14$). Furthermore, in the organization and process part, the greatest mean score ($x = 3.17$) suggests that libraries employ digital models for ongoing scheduling, designing, and screening of library routines.

The results on library staff and competencies also demonstrate that library staff's digital competencies are frequently updated in order to respond to changing requirements through digitalization, as indicated by ($x = 3.07$). The result displayed under Operational Technologies (KOHA, IR, etc.) also revealed that libraries have the necessary IT security standards and regulations in place ($x = 3.17$), and in order to increase cross-functional collaboration and expertise within the library, there is heavy utilization of digital information and communication technology. Furthermore, responses in the benchmarking and innovation section indicated that libraries had thoroughly expanded their services with extra digital offers ($x = 3.28$). Libraries also actively engage/collaborate with external stakeholders and systematically and continuously monitor technology development in order to spot fresh ideas for advancing our DT model as indicated by ($x = 3.11$).

The results above indicate that the level of digital transformation in private university libraries in Southwest Nigeria is high, as they have implemented a number of initiatives to ensure the effective and efficient adoption and use of digital transformation technology.

Test of Hypothesis

H0₁: Leadership style has no significant influence on digital transformation in the libraries studied

Table 4:
Model summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.201 ^a	.040	.034	3.440

a. Predictors: (Constant), Leadership Style
b. Dependent Variable: Digital Transformation

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.584	1	73.584	6.217	.014 ^b
	Residual	1751.676	148	11.836		
	Total	1825.260	149			

a. Dependent Variable: Digital Transformation
b. Predictors: (Constant), Leadership Style

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	31.073	.652		47.662	.000
	Leadership Style	.036	.014	.201	2.493	.014

a. Dependent Variable: Digital Transformation

Source: Author's Computation, 2024

The Adjusted R² value in the model summary corresponding to 0.034 suggests that the model fits well. The F-Statistics of 6.217 indicates that the model is statistically significant as a whole. Also, a positive beta coefficient means that an increase in the predictor variable (Leadership Style) is associated with an increase in the dependent variable (Digital Transformation). Therefore, the Beta Coefficients value 0.201 in the model indicates a direct relationship between leadership style and digital transformation in the libraries being studied. The result also demonstrates that leadership style has a significant positive influence on digital transformation in libraries as indicated by p-value (0.014<0.05). Therefore, the alternative hypothesis is accepted, while the null hypothesis is rejected.

Leadership style

Libraries have had to change alongside society's technological evolution by making sure that users information needs are met as quickly as possible and with greater accessibility. Technological evolution has brought about new and better ways of accessing information. The library as traditional disseminators of information have had to engage these technologies to ensure prompt and efficient service provision to users. However, leadership plays an important role in the adoption of technology by any organisation or institution. Therefore, this study had set out to investigate how leadership in selected private universities in South West Nigeria influence digital transformation. The findings revealed that transformational leadership is the predominant leadership style in the private university libraries studied. This supports the findings of Ugwu et al (2020). A number of reasons could be adduced to this. Private universities are usually profit oriented and often times devoid of the bureaucracy saddling public universities. Also, younger people, who are often ready for change are at the helm of affairs in private universities.

Digital transformation

Findings for digital transformation revealed that KOHA is the predominant digital transformation introduced in the libraries studied in the past five years. Level of digital transformation in the private university libraries studied was shown to be high, as they have implemented a number of initiatives to ensure the effective and efficient adoption and use of digital transformation technology, corroborating the findings of Adekoya and Inyang (2020). The implication of this finding is that since library users now have access to a myriad of information at their fingertips through mobile electronic devices, the library also has to step up in using these same technologies to make information available to them. Literature shows that library users are dwindling on a daily basis. Several reasons have been given for this and chief among them is technology; internet, e-books, e-journals etc (Zhang et al, 2016). It is therefore necessary that the library adopt these technologies so as to show its relevance in information dissemination.

Leadership style and digital transformation

The only hypothesis posed was rejected as findings revealed a significant positive relationship between leadership and digital transformation. This finding supports the assertion of Anuradha (2018) that for digital transformation to take place in the library, strategies that enhance DT must be put in place. The implication of this finding is that leadership style will influence transformation of whatever type in any organisation or institution. A leader who does not believe in transformation will not be ready to adopt any change initiative that can affect the way things are traditional done and vice versa.

4. CONCLUSION

This survey research found out that leadership style is a predictor of digital transformation in private university libraries in South west Nigeria. Technology has improved the way information is disseminated and consumed. As libraries are the custodian of information and information dissemination, adopting technologies to make this function more effective and efficient is necessary. However, adopting technology for library routines is presumed on library management being amenable to the change that technology brings. Consequently, digital transformation in the library is directly related to the leader of the library. It is recommended that libraries actively engage in other DT initiatives such as RFID so as to fully take advantage of their benefits.

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