

A COMPARATIVE ANALYSIS OF UNIVERSITY LIBRARIANS' LEADERSHIP STYLES AND THEIR CONSEQUENCES ON STAFF OUTPUT IN IMO STATE

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Abstract

Libraries, regardless of their size and type, play a vital role as hubs for the provision and dissemination of quality information and information resources. They are instrumental in the transmission of knowledge and hold a crucial place in advancing national integrity and preserving cultural heritage. This abstract explores the pivotal role of university libraries, which are integral to higher education institutions. These libraries are organized institutions, led by a University Librarian, and operate with specific objectives aligned with those of their parent institutions. This study highlights the importance of university libraries in the broader context of knowledge dissemination, cultural preservation, and the fulfillment of institutional goals.

Introduction

Libraries, regardless of the type and size are seen as centers for the provision and utilization of quality information and information resources. According to Segun-Adeniran (2015), libraries remain the hubs of information and knowledge, without which the transmission of information and knowledge will not be complete. These libraries occupy important place in the advancement of national integrity and protection of cultural heritage. The university library, being the library attached to a university is an organised institution headed by a librarian (addressed as the University Librarian), and is set up with outlined objectives, in line with that of the parent institution (the university) that needs to be achieved by both the employees (the staff) and university library management team (headed by the University Librarian).

However, it is the responsibility of the library management to discover the inherent potentials in each library staff and apply all needed strategy to ensure these potentials are harnessed; as it is the only way productivity will be achieved in the library.

It could be right to borrow the words of Segun-Adeniran (2015) who emphasized that it is impossible to achieve desirable and high level of staff productivity in university libraries without proper leadership styles established and operated by the University Librarians and management teams. Further supporting this assertion, Root (2015) echoes that the way or pattern in which the heads of organizations make decisions, delegate responsibility and

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interact with subordinates could have either positive or negative effect on the organization. Additionally, these staff expect their heads to carry them along and involve them in the decision making processes of the organization. When this is not done, the staff assumes the head to be autocratic and allow him do it all alone, thereby creating relationship gaps between the head and the subordinates.

To overcome this relationship gap and its effect on the running of the organization, Root (2015) advises heads of libraries, with the intention to see a high level of productivity among their staff to show good example by establishing a stable platform of hard work for their staff without lording it over them; lead them through the productivity lane, painting the picture to the subordinates through proper use of chosen leadership styles or a combination of leadership styles, which portray that hard and smart work is the core of productivity in the library. Highlighting the leadership qualities expected of the heads of organizations, Quadri (2009) writes the following: the leader is expected to listen, understand, motivate, reinforce, and make the tough decisions. Furthermore, the leader is expected to praise when things go well, takes responsibility and picks up the pieces when things fall apart; not to lead by issuing mandates, but communicate well and often, and listen to others.

The question is whether University Librarians of universities in Imo State showcase these attributes articulated, and if they do, whether it affects the productivity of staff under them. Imo State is one of the five (5) states of the Southeast geo-political zone of Nigeria. This State houses different educational institutions, which include, Imo State University, Owerri, Federal University of Technology, Owerri, among other institutions of higher learning.

Research Objectives

The study was guided by the following objectives, which involve to:

1. identify the leadership styles adopted by University Librarians in the libraries studied;
2. find out the extent of adoption of leadership styles by University Librarians in the libraries studied;
3. determine the rate of staff productivity in the university libraries studied;
4. examine the effect of leadership styles adopted on staff productivity in the university libraries studied; and
5. investigate the factors militating against staff productivity in the university libraries studied

Literature Review

University libraries are expected to possess a high degree of effectiveness and efficiency in the process of carrying out their services (Segun-Adeniran, 2015). This is aimed at meeting the diverse information needs of the library clientele. It is as a result of the expected level of effectiveness and efficiency that the issue of leadership in libraries cannot be down-played. Shafie, Baghersalimi and Barghi (2013) note that every organization or institution is established with laid down objectives, which are expected to be attained and human beings are pivotal to the achievement of these set objectives. To this, Arumuru (2019) opines that human resources are the engine of the survival of the library and need not to be neglected. Thus, the continued successful existence of the university library depends largely on its workforce and the rate of productivity. However, the style of leadership adopted by a University Librarian influences the work attitude of librarians, as the satisfaction and commitment of the librarians and other library staff are hinged on the leadership style of the University Librarians and leaders, which cannot be over emphasized in shaping the moral attitude and well- being of staff (Arumuru, 2019).

Leadership, according to Shafie, Baghersalimi and Barghi (2013) and Fatokun, Salaam & Ajegbomogun (as cited in Arumuru, 2019), can be referred to as the fuel used for driving the attainment of organizational or institutional goals and objectives. It is more of team building and developing the ability to make skillful and useful decision(s) among the team members.

It is however on note that the leadership style exhibited by a leader is important for the smooth running of the organization as the major obstacle associated with the attainment of the organizational goals is poor leadership or

wrong style of leadership. Leadership styles stand to measure the relationship that exists between the leaders and the followers. It translates into the process of leading effectively and the leader fulfilling his/her fundamental responsibilities as a leader to the subordinates (Haralombus, 2001).

Sabnett and Ross (2007) note that leadership styles are important for effective service delivery or for discharge of duties by employees. Hence, heads should adopt leadership styles that are appropriate for leading and managing their organizations. Limsila and Ogunlana (2007) indicate that the adoption and application of the right leadership style will guarantee employees' satisfaction and it also portends that the application of a better leadership style might lead employees to work even more effectively.

Leadership styles have different effects on the emotions of targeted followers and the most effective style a leader can use is a good mix that is customized to the situation. In line with this statement, leadership style adopted by any librarian should be guided by the beliefs, values and preferences, culture, norms, the dos and the don'ts of the organization or parent body (Arumuru, 2019). Chen (2004) perceived leadership style as the manner and approach of providing direction, implementing plans and motivating people. Generally, there are a number of leadership styles that are being practised in different university libraries today but this study will be limited to six (6) leadership styles, which include: autocratic, democratic, laissez-faire or free rein, transactional, transformational, and bureaucratic leadership styles.

Mgbodile (as cited in Peterson, 2012) see an autocratic leader as one who practices the leadership that is based on individual control over every decision and contributions from group members. He is one who is high-handed in his administration. Johnson (2015) opines that the democratic leadership style is a direct opposite of the autocratic leadership style. It allows for contributions and inputs from staff in the library thereby allowing for creativity and innovation in their routine operations (Johnson, 2015). According to National Library Board (as cited in SegunAdeniran, 2015), laissez-faire leadership style is used to describe the leader who allows his or staff to go about their work the way they want. This leader does not believe in exercising any degree of control over the conduct of the workers under him or her. He is guided by the belief that workers tend to perform better when left on their own. Peterson (2012) observes that transactional leadership style usually gives the employees reward or punishment for tasks carried out. Further explaining, Peterson (2012) opines that when productive action is taken resulting in the ability to meet set goals, the individual is rewarded positively; but when an unproductive action is taken, the individual is accorded due punishments by the leaders. This is to say that transactional leadership style professes that people are motivated by rewards and punishments.

Considering the other styles of leadership, Onwubiko (as cited in Ogbah, 2013), opine that bureaucratic leadership style is a highly elaborate hierarchy of authority in the workplace with each low officer under the control and supervision of a higher one superimposed on a highly elaborate division of labour. The next, transformational leaders set an example for his followers (staff) and ensure dramatic changes within the library. The leader influences the employees through motivation and creating demanding but yet challenging opportunities for personnel in the library to add to their quality input in order to achieve set objectives.

Similarly Fatokun, Salaam and Ajegbomogun (2010) note that staff in the library will make noticeable contributions to the attainment of corporate goals when the leader communicates with the staff regularly on personal and not just official issues. It is however important to note that the democratic and transformational leadership styles may be suitable for libraries where the subordinates have proved to be responsible enough to work under less strict supervision; but if otherwise is the case, the autocratic leadership style maybe implemented by the leader to achieve results. Despite all these, it is however important that the university library has the right kind of leaders to bring about productivity, for the library to remain a value-adding entity. Germano (2010) notes

that ‘the library’s leadership must manage change (especially in this era of digitization), develop employees’ inherent skills and provoke customer commitment’. These are the parameters through which the staff productivity is anchored on. According to Awan, Mahmood and Idrees(2014), the nature of the institution could also be a determining factor of the kind of leadership style to be employed in order to heighten productivity. Clearly speaking, employees in public-owned university libraries tend to be less productive when the autocratic leadership style is not employed by the leaders as a result of the workload not being demanding as libraries that are privately-owned (Sulaiman & Akinsanya, 2011).

Besides, the degree of workload as a factor for determining the level of productivity, the expectations and attitude of the management team in such publicly-owned libraries may be quite low, that is, the leaders may not demand so much result from their employees unlike in privately-owned libraries, where the entrepreneur want to get the best value for remunerations paid his staff (Oghenetega, Ejedafiru & Rabi, 2014). Awan, Mahmood and Idrees (2014) similarly note in their study that ‘in some public sector university libraries where the laissez-faire leadership existed, the level of achievements recorded in such institutions was quite low

According to Pearce and Robinson (2005), the ability of the management team to achieve what the library is set out to achieve is sequel to the leadership style adopted. It is important to understand that the library is an essential arm of any academic institution, which is made up of different categories of staff decked with diverse responsibilities, tailored towards providing the varied information needs of library users. A university library is an organized formal institution and therefore has a laid down leadership pattern headed by a University Librarian, who is the pivot around which all major library functions revolve. This means that the approach the university librarians adopt in directing, guiding and controlling the staff under them, determine the pace of progress in their library. That is, if University Librarians control, direct or guide the staff under them properly by adopting ideal leadership style, staff will show greater commitment to their duties (Akor, 2009). However, Soyinka (as cited in Akor, 2009) states that University Librarians have been observed to have awful domineering personality traits that scare most library staff in their effort to be more productive. Due to the fact that this observation is not really conclusive and is not backed up by empirical research evidence, the researchers therefore deem it fit to investigate through existing literature, University Librarians’ and staff productivity in selected university libraries in Imo State, Nigeria.

Methodology

Based on the nature of the present study, which seeks to investigate University Librarians leadership styles and staff productivity in selected university libraries in Imo State, Nigeria, the descriptive survey design was adopted. The study focused on two universities in Imo State, viz. Imo State University, Owerri and Federal University of Technology, Owerri. A sample of thirty-one (31) academic librarians, which represents the entire population of academic librarians in the institutions studied was used. Data was collected using a structured questionnaire made up of two (2) parts, Part A and Part B. Part A gathered the respondents’ demographic variables, while Part B answered the core variable questions spread across five (5) clusters with six (6) items each, giving a total of thirty (30) item statements. Thirty-one (31) copies of the questionnaire were distributed and all were returned and found suitable for data analysis, thereby giving a response rate of 100%. Furthermore, data was analysed using frequency counts, simple percentages, mean scores and standard deviation. A criterion mean of 2.50 was used to determine agreement and disagreement responses. Any item with mean score below 2.50 was disagreed, while items with mean scores of 2.50 and above were agreed. Results were presented using frequency tables and charts.

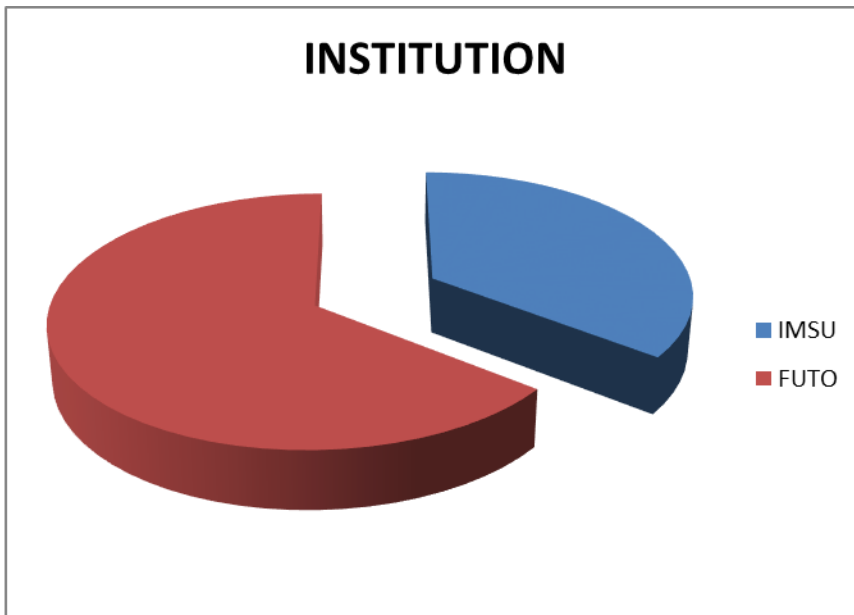
Results and Discussion of Findings

This section captures and presents data generated from the field survey conducted in the course of carrying out this study.

Table 1: Demographic Variables of Respondents

Variables		Frequency	Percentage
Institution	IMSU	11	35.5
	FUTO	20	64.5
Total		31	100
Highest Qualification	Bachelors	3	9.7
	Masters	16	51.6
	PhD	12	38.7
Total		31	100
Years of Experience	0-5	3	9.7
	6-10	6	19.4
	11-15	7	22.6
	16-20	11	35.5
	21 and above	4	12.9
Total		31	100

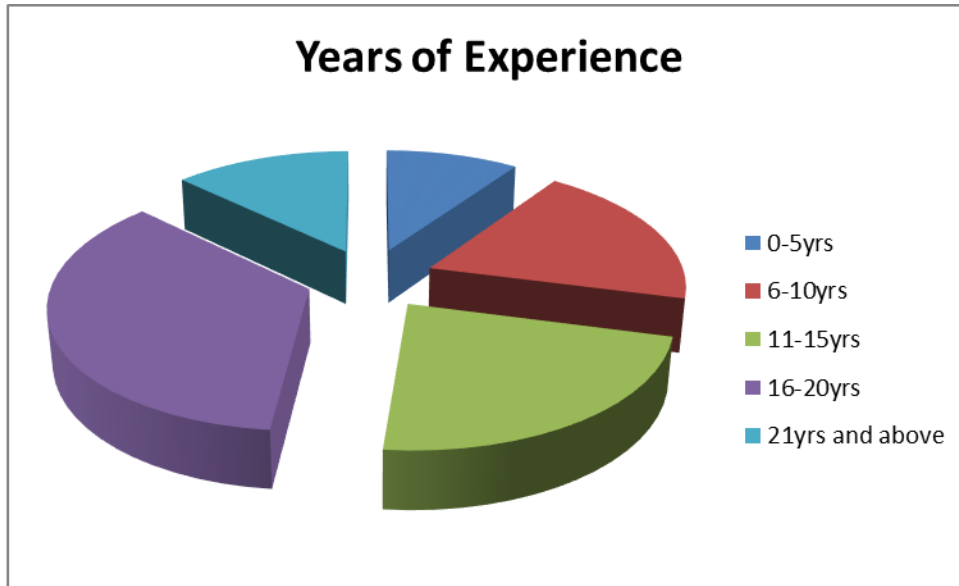
Table 1 shows the demographic variables of the respondents. Out of a total of thirty-one (31) respondents, result shows that IMSU constitutes 11(35.5%) and FUTO 20(64.5%).



On the highest qualification, result shows that respondents that constitute 3(9.7%) holds bachelor's degree, 16(51.6%) holds masters degree, and 12(38.7%) holds doctorate degree (PhD).



On the respondents' years of experience, data shows that respondents with years of experience 0-5 years, constitutes 3(9.7%), for 6-10 years 6(19.4%), 11-15 years 7(22.6%), 16-20 years 11(35.5%), and 21 years and above 4(12.9%).



Research Objective One: To identify the leadership styles adopted by University Librarians in the libraries studied.

Table 2: Leadership Styles Adopted by University Librarians in Libraries Studied

S/N	Item Statements	Adopted	%	Not Adopted	%	Decision
1	Autocratic leadership style	19	61.3	12	38.7	Adopted
2	Democratic leadership style	20	64.5	11	35.5	Adopted
3	Bureaucratic leadership style	9	29.0	22	71.0	Not Adopted
4	Laissez-fair leadership style	6	19.4	25	80.6	Not Adopted
5	Transformational leadership style	20	64.5	11	35.5	Adopted
6	Transactional leadership style	10	32.3	21	67.7	Not Adopted

Table 2 presents data generated on the leadership style adopted in selected university libraries in Imo State. A total of six (6) leadership styles were investigated out of which majority of the respondents indicated the adoption of three (3) leadership styles, and non-adoption of three (3) leadership styles. The leadership styles indicated adopted by majority of the respondents, with the frequency counts and percentages, include autocratic leadership style 19 (61.3%), democratic leadership style 20 (64.5%), and transformational leadership style 20 (64.5%). Out of the leadership styles adopted in the libraries studied, the result shows that democratic and transformational leadership styles had the highest number of responses.

Consequently, majority of the respondents rated not adopted to the following leadership styles: bureaucratic leadership styles 22 (71.0%), laissez-fair leadership style 25 (80.6), and transactional leadership style 21 (67.7). Based on the results presented in Table 2, it could be right to say that University Librarians in Imo State University and Federal University of Technology, Owerri adopt autocratic, democratic, and transformational leadership styles. This study, therefore partially supports the work of Arumuru (2019), which found out that the leadership style adopted by university librarians are democratic and laissez-faire leadership style. It agrees in the sense that this present study found out the adoption of democratic style of leadership and the non-adoption of laissez-faire leadership style, which Arumuru recorded adopted. This partial disparity in findings may be as a result of the difference in geographical scope, of which the present study was conducted using two universities in Imo State (Southeast zone) while Arumuru (2019) focused on Delta University (South-south zone), being a single university

Research Objective Two: To find out the extent of adoption of leadership styles by University Librarians in the libraries studied.

Table 3: Extent of Adoption of Leadership Styles by University Librarians in Libraries Studied

S/ N	Leadership Styles	VHE (%)	HE (%)	LE (%)	VLE (%)	Mean	St. dev.	Decision
7	Autocratic leadership style	3 (9.7)	12 (38.7)	7 (22.6)	9 (29.0)	2.29	1.006	Low Extent
8	Democratic leadership style	5 (16.1)	10 (32.3)	13 (41.9)	3 (9.7)	2.55	0.888	High Extent
9	Bureaucratic leadership style	4 (12.9)	5 (16.1)	10 (32.3)	12 (38.7)	2.03	1.048	Low Extent
10	Laissez-fair leadership style	3 (9.7)	3 (9.7)	9 (29.0)	16 (51.6)	1.77	0.990	Low Extent
11	Transformational leadership style	7 (22.6)	13 (41.9)	4 (12.9)	7 (22.6)	2.65	1.082	High Extent
12	Transactional leadership style	3 (9.7)	9 (29.0)	7 (22.6)	12 (38.7)	2.10	1.044	Low Extent

Table 3 presents respondents' views on the extent of leadership styles adopted by their University Librarians. The result shows that majority of the respondents rated high extent to the adoption of democratic leadership style and transformation leadership style, with a mean score and standard deviation of 2.55 (0.888) and 2.65 (1.082), respectively. The high extent rating of items 8 and 11 is as a result of their mean ratings surpassing the criterion mean of 2.50 chosen for the study. Furthermore, item 11(transformational leadership style) had the highest mean score, which indicates that it is the leadership style most adopted by the University Librarians in the selected libraries. Notwithstanding, the finding of this study on the high extent of adoption of democratic leadership style

agrees with the work of Arumuru (2019), which found out the high adoption of democratic style of leadership in his study.

However, the adoption of the following leadership styles were rated low by majority of the respondents as a result of their mean scores falling below the criterion mean. They include: Autocratic leadership style 2.29 (1.006), bureaucratic leadership style 2.03 (1.048), laissez-faire leadership style 1.77 (0.990), and transactional leadership style 2.10 (1.044). It is important to refer to the opinion of Soyinka (as cited in Akor, 2009), which holds that university librarians have been observed to have awful domineering personality traits that scare most library staff in their effort to be more productive. This assertion may stand, going by the high extent of adoption of the transformational style of leadership as found out. It may not stand, going by the adoption of democratic style of leadership to a high extent

Research Objective Three: To determine the rate of staff productivity in the university libraries studied.

Table 4: Rate of Staff Productivity of Librarians in the University Libraries Studied

S/N	Item Statements	SA (%)	A (%)	D (%)	SD (%)	Mean	St. dev.	Decision
		14	17	-	-			13 Able to
	work to the close of work	3.45	0.506	Agreed				
	(45.2) (54.8)							
14	Brings new ideas into the library	9	22	-	-	3.29	0.462	Agreed
	(29.0) (71.0)							
15	Interacts efficiently with users	7	24	-	-	3.23	0.425	Agreed
	(22.6) (77.4)							
16	Does any work assigned to me	11	19	1	-	3.32	0.541	Agreed
	(35.5) (61.3) (3.2)							
17	Ability to compete with other	10	19	1	1	3.23	0.669	Agreed library staff
	(32.3) (61.3) (3.2) (3.2)							
18	Always delivers when given a task	11	16	4	-	3.23	0.669	Agreed
	(35.5) (51.6) (12.9)							

Table 4 captures the result gotten on the staff productivity of librarians in the university libraries studied.

The result shows the agreement of all item statements by majority of the respondents. This is due to the fact that their mean scores surpassed the criterion mean chosen for the study. This shows that the librarians are productive in the following ways or areas: Able to work to the close of work 3.45 (0.506), brings new ideas into the library 3.29 (0.462), interact efficiently with users 3.23 (0.425), does any work assigned to me 3.32(0.541), ability to compete with other library staff 3.23 (0.669), and always delivers when given tasks.

Furthermore, result shows that majority of the respondents are highly productivity in the area of being at work till the close of work, among other things. This study disagrees with the study of Aboridae and Obioha (2009), which shows that workers in Nigeria, including library personnel in academic institutions have poor attitude to work. Consequently, the study agrees with that of Akinyemi and Ifijeh (2013), which found that commitment level of employees in the selected libraries was above average and that there were significant variations in job commitment among employees of the selected libraries.

Research Objective Four: To examine the effect of leadership styles adopted by University Librarians on staff productivity in the university libraries studied.

Table 5: Effect of Leadership Styles Adopted by University Librarians on Staff Productivity in the Libraries Selected

S/N	Item Statements	SA (%)	A (%)	D (%)	SD (%)	Mean	St. dev.	Decision
		15	14	2	-			
	Leadership styles adopted in my university library bring about high staff productivity	3.42 (48.4)	0.620 (45.2)	Agreed (6.5)				
20	Bring about low staff productivity	6 (19.4)	9 (29.0)	10 (32.3)	6 (19.4)	2.48	1.029	Disagreed
21	Make the staff have morale for work	7 (22.6)	20 (64.5)	3 (9.7)	1 (3.2)	3.06	0.680	Agreed
22	Make the staff to make more effective contribution to the library	8 (25.8)	16 (51.6)	7 (22.6)	-	3.03	0.706	Agreed
23	Make the staff receptive to change and innovation	6 (19.4)	21 (67.7)	4 (12.9)	-	3.06	0.574	Agreed
24	Eliminate laziness among the staff	4 (12.9)	18 (58.1)	6 (19.4)	3 (9.7)	2.74	0.815	Agreed

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Table 5 presents the data collected and analysed on the effects of leadership styles adopted by University Librarians on staff productivity in the libraries studied. Result shows that majority of the respondents agreed that leadership styles of their university librarians affect them in the following ways: Bring about high staff productivity 3.42 (0.620), make the staff have morale for work 3.06 (0.680), make the staff to make more effective contributions to the library 3.03 (0.706), make the staff receptive to change and innovation 3.06 (0.574), and eliminate laziness among the staff 2.74 (0.815). However, majority of the respondents disagreed that leadership styles adopted by University Librarians bring about low staff productivity 2.48 (1.029).

A close look at the result presented in Table 5, shows that majority of the respondents agreed that leadership style adopted in their university libraries brings about high staff productivity (item statement 19) as it records the highest mean score (that is 3.42). This result agrees with the findings of Akinyemi and Ifijeh (2013), which reported that leadership style had a significant relationship with the job commitment of respondents. Also, the study of Arumuru (2019) revealed that leadership style adopted by university librarians has a lot of influence on how dedicated, devoted and committed the library staff are to their work-related activities in the library. Furthermore, Ogunlana (as cited in Arumuru, 2019) study indicates that an appropriate leadership style leads to employees' satisfaction serving as a good indicator to prove that a better leadership style might lead employees to work effectively.

Research Objective Five: To investigate the factors militating against staff productivity in the university libraries studied.

Table 6: Factors Militating Against Staff Productivity in the University Libraries Studied

S/N	Item Statements	SA (%)	A (%)	D (%)	SD (%)	Mean	St. dev.	Decision
		17	12	2	-			
	leadership style adopted by the University Librarians	3.48 (54.8)	0.626 (38.7)	Agreed (6.5)				
26	Absence of working incentives	14 (45.2)	16 (51.6)	1 (3.2)	-	3.42	0.564	Agreed
27	Stress in work place	12	12	4	3	3.06	0.964	Agreed

25 The

(38.7) (38.7) (12.9) (9.7)

28	Lack of cordial relationship between boss and staff	11	18	2	-	3.29	0.588	Agreed
		(35.5)	(58.1)	(6.5)				

29	Inadequate exposure of staff to modern trends	15	13	2	1	3.35	0.755	Agreed	(48.4)	(41.9)	(6.5)	(3.2)
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30	Poor working environment	22	9	-	-	3.71	0.461	Agreed
		(71.0)	(29.0)					

Table 6 presents the respondents' views on the factors militating against staff productivity in the university libraries studied. Further breakdown of the result shows that majority of the respondents agreed with all the item statements as constituting the factors that militate against staff productivity. These factors as found out, include: the leadership style adopted by University Librarians 3.48 (0.626), absence of working incentives 3.42 (0.564), stress in work place 3.06 (0.964), lack of cordial relationship between boss and staff 3.29 (0.588), inadequate exposure of staff to modern trends 3.35 (0.755), and poor working environment 3.71 (0.461).

Nonetheless, a look at the responses shows that poor working environment and leadership style, which are item statements 30 and 25, among other factors were strongly agreed and rated high by majority of the respondents as factors that militate against staff productivity in the libraries studied. This is in agreement with the studies of Akinyemi and Ifijeh (2013); Arumuru (2019), among others which saw leadership styles to have influence on staff performance and productivity.

However, Omoniyi (2006) attests that most University Librarians' leadership styles do not make room for proper followership by their subordinates, and this has led to lack of co-operation between staff and the University Librarians to the extent that librarians' energy for meaningful work has been reduced drastically, bringing about low performance and productivity.

Summary and Conclusion

This study looked at University Librarians' leadership styles and staff productivity in selected university libraries in Imo State. The study was born out of the passion of the researchers to examine if the pattern of leadership of the heads of university libraries in Imo State affects the productivity of staff under them. The study started by first considering the leadership styles adopted by these heads and found the adoption of autocratic, democratic and transformational leadership styles. It was however, recorded that transformational style was highly adopted, followed by the democratic style. The study also looked at the rate of staff productivity and recorded impressive rate in different areas, especially their ability to work to the close of work, bringing new ideas, among other things. Considering the effects of leadership style adopted by the University Librarians on the staff of the library, the study recorded high and numerous positive effects ranging from high staff productivity, effective contributions to the library, to eliminates laziness among staff, among other effects. Finally, the study sought to uncover the factors militating against staff productivity in selected libraries in Imo State and recorded poor working environment and the leadership style of the University Librarian, among other factors.

Based on the findings of the study, the study concludes that University Librarians' leadership styles have great effect and influence on staff productivity. This is to say that if the pattern of leadership exhibited by the University Librarians pleases and allows the staff under them to contribute their quota, the issue of working environment would be enhanced, thereby promoting the rate of staff productivity in their libraries.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. University Librarians should adopt leadership styles that will allow their subordinates to make their input. They should intensify effort in carrying along all staff under them and manifest motherly or fatherly love to all.

Their leadership styles should be that, which will give the staff under them the opportunity to contribute their quota and air their views as these can go a long way in creating cordial relationship between University Librarians and staff. Furthermore, University Librarians should carry their subordinates along in the decision making process.

2. Library authorities and management should provide incentives for staff of the library. This can be done through quality remuneration, organising fun/leisure programmes and celebrating workers with high contributions without bias or sentiments, among other things. This will motivate staff to put in their best.

3. University Librarians should appreciate and grant free working days to their staff. This will enable the staff overcome the issue of stress. However, staff should not abuse the privilege of the work-free-day granted unto them by their boss.

4. Efforts should be made by University Librarians and library authorities to provide the staff with adequate exposure to modern trends. This can be done through organization of seminars, conferences, workshops and symposia. In case of staff going outside to acquire skills and more knowledge, University Librarians should provide adequate support for such staff.

5. University Librarians should make the creation of good working environment, a total priority. They should embrace the feedback mechanism and appreciate them by adopting the qualities of a good leader.

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