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INFLUENCE OF LEADERSHIP STYLES OF LIBRARIANS ON LIBRARY STAFF JOB COMMITMENT IN ACADEMIC LIBRARIES IN YOBE STATE, NIGERIA

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Abstract
This study is a survey study carried out on the Influence of Leadership Styles of Librarians on Library Staff Job Commitment in Academic Libraries in Yobe State, Nigeria. To achieve the purpose of this study three (3) objectives and three (3) research questions guided the study. Survey research design was used in the study. The target population for the study comprises of 41 library staff of the Federal Polytechnic Damaturu and College of Education Gashua Libraries. Total population sampling technique was employed to ascertain the target respondents. Questionnaire was the main instrument used for data collection. Thus, 41 copies of questionnaire were distributed to library staff of tertiary institutions in Yobe State and response rate recorded was 39 (95%) which was used for data analysis. Data were analyzed using descriptive statistics of frequency counts and percentages displayed in tables. The findings revealed that the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries was to moderate extent, the extent of the influence of democratic leadership style being practiced by librarians on library staff job commitment in academic libraries was to moderate extent and the extent of the influence of transactional leadership style being practiced by librarians on library staff job commitment in academic libraries revealed low extent in Federal Polytechnic Damaturu and College of Education Gashua Libraries. However, based on the findings recommendations were made for improvement; library leaders should create cordial relationship between bosses and staff. However, make staff receptive to change and innovation in order to enhance and promote job commitment among staff members and library leaders should reduce the need for control, formal rules and procedures in the library that would likely hinder high level of staff job commitment in academic libraries in Yobe State, Nigeria.

Keywords: Influence, Librarians, Leadership Style, Job Commitment and Academic Library.

Introduction

Libraries, regardless of the type and size are seen as centers for the provision and utilization of quality print and non-print information resources. According to Segun-Adeniran (2015), libraries remain the hubs of information resources, 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 academic library, being the library attached to colleges, polytechnics and universities are organized institution headed by a librarian (addressed as the College Librarian, Polytechnic Librarian and University Librarian), and is set up with outlined objectives, in line with that of the parent institution, that needs to be achieved by both the employees (the staff) and academic library management team. 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.

Leadership style is the art and way of motivating a group of people to act toward achieving a common goal. In a library setting, this can mean directing both academic and non-academic librarians with a strategy to meet the library aims and objectives. A leader inspires others to act while simultaneously directing the way that they act. They must be personable enough for others to follow their orders, and they must have the critical thinking skills to know the best way to use the resources in an organization's disposal. Leadership is the ability to build up confidence and zeal among people and to create an urge in them to be led. To be a successful leader, a manager must possess the qualities of foresight, drive, initiative, self-confidence and personal integrity. Different situations may demand different types of leadership. Madya and Mohiuddin (2012) observe that leadership is the act of getting people together to accomplish desired goals and objectives using available resources effectively and efficiently. Leadership comprises of autocratic, democratic, laissez-faire and transactional for the purpose of accomplishing a goal.

Autocratic leadership style is the act of leadership that is based on one man directive and control over every decision, implementation and contributions from group members. Autocratic leader is one who spends most of his time giving out instructions. The leader tells followers what to do, how to do it, and when to do it. He exerts high power over the followers and do not obtain the advice or options of others. He has little trust and faith in his subordinates. 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. Murray (2012) therefore postulates that leadership and heads must go hand in hand, though not the same thing, but are linked, and complementary to achieve library aims and objectives.

Democratic leadership style is defined as the style where the leader encourages followers to participate and give ideas for the progress of the organization. It allows others to get involved in the decision making. New ideas and changes are welcome, while a feeling of belonging and responsibility is developed within group. Meanwhile a democratic leader seeks the opinion of his subordinates and takes cognizance of their advice and recommendations before taking decision. 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.

Transactional leadership is defined as the style where the leader either recognizes, rewards or punishes the employee for the task accomplished. Transactional leaders always praise and reward their subordinates when they meet and exceed the required job expectations. Generally, in transactional leadership, the style is based on rewards in order to motivate the followers. Though, the motivation given through such approach does not last long and such leaders are believed to be enthusiastic and energetic. Al-Malki and Juan (2018) assert that the managing style of the leaders is essential to the success of the teamwork. In many cases, leaders are not aware of the main needs and desire of their subordinates, or they fail to understand the difference between the individuals involved in the team. As a result, due to the various issues that were not identified in time among team members result in the decreasing productivity of team members.

Statement of the Problem

The researcher through preliminary investigation observed that librarians under study seems to be neglected in decision making, innovation, contributions and creativity to the development of their libraries as a result of leadership style being practiced by individual leaders. The observation further revealed that staff under study appears not to be satisfied with the leadership styles of their college and polytechnic librarians which result to issuance of queries, withheld of salary, change of unit and division. Some seems to admit that their leaders always give directive authoritatively in harsh manners, command with specific turn to accomplish a particular goal, while others seems to disagreed with the first position. Furthermore, library staff in Federal Polytechnic Damaturu and College

of Education Gashua appear not to be friendly with their leaders due to different style of leadership portray by these leaders which can result in different undesirable results such as lower productivity, damaged relationship and even can lead to absenteeism. Therefore, it is important to assess the influence of leadership styles of librarians on library staff job commitment in academic libraries in Yobe State, Nigeria.

Objectives of the Study

The objectives of the study are to determine:

1. the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State
2. the extent of the influence of democratic leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State
3. the extent of the influence of transactional leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State

Research Questions

The study was guided by the following research questions.

1. What is the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State?
2. What is the extent of the influence of democratic leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State?
3. What is the extent of the influence of transactional leadership style being practiced by librarians on library staff job commitment in academic libraries in Yobe State?

Review of Related Literature

Autocratic leadership refers to a leader's behavior of asserting strong authority and control over subordinates and demanding unquestioned obedience from them. According to the leadership literature by Zhang and Xie, (2017), leaders who are highly on authoritarian demand their subordinates to achieve best performance among the organizations and make all the important decisions in their team. Wu, Huang, Li, and Liu (2012) submit that authoritarian leadership would enhance employee performance based on the following reasons. First, authoritarian leaders can be effective by setting specific and unambiguous goals to their subordinates. Authoritarian leaders always have the last say in their

organizations and provide a singular mission upon which followers can focus on their job responsibilities, without uncertainty (Schaubroeck, Shen, and Chong, 2017).

Study conducted by Dolly and Nonyelum (2018) on Impact of Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries in Port Harcourt, Rivers State, Nigeria revealed that research design adopted for the study was a survey, while 74 professional and para-professional staff working in the libraries studied were the respondents. Data collection was through questionnaire instrument titled "Democratic Leadership Style on Job Performance of Subordinates in Academic Libraries (DLSJPSAL)" made up of five (5) item statements. Research question was answered using frequency counts, total score and means. Findings of the study revealed that democratic leadership style in academic libraries studied has positive influence on subordinates' job performance because it results in high employees' productivity. This style of leadership tends to have work groups that were very productive and subordinates showed a high degree of satisfaction on the job. Among others, the researchers recommended that heads of academic libraries should be encouraged to adopt democratic leadership style since it yields higher result in job performance of subordinates and consequently to users' satisfaction with library services.

Study conducted by Brahim, Riđić and Jukić (2015) on the effect of transactional leadership on employees performance revealed that quantitative survey instrument was designed to analyze their opinions. Quantitative survey instrument design was adopted as the most cost efficient for this research. Convenience sampling method was utilized. As far as the research time frame was concerned, it was performed in a cross-sectional manner, in the summer of 2014. Out of 174 sent out surveys, the responses were collected from 132 surveyed individuals. The survey was the main instrument for data collection and it was designed in a 5 point Likert's scale, in addition to descriptive statistics questions. The collected data were analyzed with descriptive statistics. The analysis of variance (ANOVA) was utilized as the tool of inferential statistics in order to determine differences in leadership between multiple groups of respondents, by age groups and employment within the organization. The research was conducted to see how efficiently and effectively managers used available human and other material and financial resources to satisfy customers and achieve organizational goals.

Research Methodology

Survey research design was adopted for the study. The target population comprises of forty one (41) library staff of the two libraries studied which are;

Federal Polytechnic Damaturu Library and College of Education Gashua Libraries, Yobe State. Total population sampling technique was employed to ascertain the target respondents. According to Etikan, Musa and Alkassim (2016) total population sampling is a technique where the entire population that meet the criteria (e.g. specific skill set, experience, etc.) are included in the research. Total population sampling is more commonly used where the number of cases being investigated is relatively small and manageable. Questionnaire was the main instrument used for data collection. Data were analyzed using descriptive statistics of frequency counts and percentages displayed in tables.

Data Analysis and Interpretation

The response rate indicated that forty one (41) copies of questionnaire were administered to the library staff and the response rate recorded thirty nine (39) representing 95%. All were adequately filled and found usable for analysis.

Table 1: The Extent of the Influence of Autocratic Leadership Style Being Practiced by Librarians on Library Staff Job Commitment in Academic Libraries

S/N	Statement	N	HE	ME	LE	ZE
2	To what extent do your leaders create lack of cordial relationship between boss and staff	39	16(41%)	20(51%)	2(5%)	1(3%)
4	To what extent do your leaders eliminate laziness among the staff in the library		19(49%)	12(31%)	5(13%)	3(7%)
Total			**54**	**65**	**51**	**25**
Average			**11(28%)**	**13(33%)**	**10(26%)**	**5(13%)**

Keys: High Extent (HE), Moderate Extent (ME), Low Extent (LE), and Zero Extent (NE)

Table 1: shows the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries, with to what extent do your leaders eliminate laziness among the staff in the library 19(49%) respondents indicated high extent, while to what extent do your leaders adopted styles of leadership that bring about high job commitment 22(56%) respondents and to what extent do your leaders create lack of cordial relationship between boss and staff 20(51%) respondents indicated moderate extent. To what extent do your leaders make the staff receptive to change and innovation 24(62%) respondents indicated low extent and to what extent your leaders bring about low staff productivity 14 (36%) respondents indicated zero extent. This implies that

out of 39 respondents, majority with 13(33%) respondents indicated moderate extent, followed by 11(28%) respondents who indicated high extent, and 10(26%) respondents indicated low extent, while 5(13%) respondents indicated zero extent. Therefore, the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries was to moderate extent.

Table 2: The Extent of the Influence of Democratic Leadership Style Being Practiced by Librarians on Library Staff Job Commitment in Academic Libraries

S/N	Statement	N	HE	ME	LE	ZE
2	To what extent do your leaders t ends to develop subordinate who think for themselves and seek responsibility	39	5(13%)	17(43%)	9(23%)	8(21%)
4	To what extent do your leaders develops competent people who are willing to give their best		7(18%)	13(33%)	12(31%)	7(18%)
Total			**25**	**71**	**64**	**35**
Average			**5(13%)**	**14(36%)**	**13(33%)**	**7(18%)**

Keys: High Extent (HE), Moderate Extent (ME), Low Extent (LE), and Zero Extent (NE)

Table 2: shows the extent of the influence of democratic leadership style being practiced by librarians on library staff job commitment in academic libraries, with to what extent do your leaders results in high employees' job commitment 19(49%) respondents, to what extent do your leaders tends to develop subordinate who think for themselves and seek responsibility 17(43%) respondents and to what extent do your leaders develops competent people who are willing to give their best 13(33%) respondents indicated moderate extent, while to what extent do your leaders results in low employees absenteeism and turn over 18(46%) respondents and to what extent do your leaders reduces the need for control, formal rules and procedures in the library 14(36%) respondents indicated low extent. This implies that out of 39 respondents, majority with 14(36%) respondents indicated moderate extent, followed by 13(33%) respondents who indicated low extent, and 7(18%) respondents indicated zero extent, while 5(13%) respondents indicated high extent. Therefore, the extent of the influence of democratic leadership style being practiced by librarians on library staff job commitment in academic libraries was to moderate extent.

Table 3: The Extent of the Influence of Transactional Leadership Style Being Practiced by Librarians on Library Staff Job Commitment in Academic Libraries

S/N	Statement	N	HE	ME	LE	ZE
	low job commitment					
2	To what extent do your leaders accept staff recognition with award in your library		2(5%)	4(10%)	18(46%)	15(39%)
	commitment	39				
4	To what extent do your leaders eliminate laziness among the staff with disciplines		17(44%)	16(41%)	3(7%)	3(7%)
	with reward					
Total			**28**	**66**	**74**	**27**
Average			**6(15%)**	**13(33%)**	**15(39%)**	**5(13%)**

Keys: High Extent (HE), Moderate Extent (ME), Low Extent (LE), and Zero Extent (NE)

Table 3: shows the extent of the influence of transactional leadership style being practiced by librarians on library staff job commitment in academic libraries, with to what extent do your leaders eliminate laziness among the staff with disciplines 17(44%) respondents indicated high extent, while to what extent do your leaders bring about high staff job commitment 19(49%) respondents indicated moderate extent. To what extent do your leaders adopted styles that brings about staff low job commitment 21(54%) respondents, to what extent do your leaders accept staff recognition with award in your library 18(46%) respondents and to what extent do your leaders show commitment to staff who come to work early with reward 19(49%) respondents indicated low extent. This implies that out of 39 respondents, majority with 15(39%) respondents indicated low extent, followed by 13(33%) respondents who indicated moderate extent, and 6(15%) respondents indicated high extent, while 5(13%) respondents indicated zero extent. Therefore, the extent of the influence of transactional leadership style being practiced by librarians on library staff job commitment in academic libraries revealed low extent.

Discussion

Findings revealed that the extent of the influence of autocratic leadership style being practiced by librarians on library staff job commitment in academic libraries was to moderate extent. However, extent to which leaders adopted styles of leadership that bring about high job commitment and extent to which leaders create lack of cordial relationship between boss and staff indicated moderate extent. This findings agreed with Wu, Huang, Li, and Liu (2012) on perceived interactional justice and trust-in-supervisor as mediators for paternalistic leadership revealed that, most authoritarian leaders mostly enhance employee performance and job commitment based on the following reasons. First, authoritarian leaders can be effective by setting specific and unambiguous goals to their subordinates. Authoritarian leaders always have the last say in their organizations and provide a singular mission upon which followers can focus on their job responsibilities, without uncertainty. The fear alone on not to lose their job will allow subordinate to be committed to their job effectively.

Conclusion

Findings revealed that, the application of different leadership style in the libraries when the needs arise promotes all team members to participate to make final decision and develop entire process to reach their goals. The study concluded that leaders in the libraries should be able to apply appropriate style when the

need arises to high extent in order to achieve managerial goals and objectives. Findings also revealed that leaders should be able allow his or her subordinates to make decisions by offering them freedom to moderate extent. However, another findings revealed that leaders should results in high employees' job commitment, develop subordinate who think for themselves and seek responsibility and leaders should be able to develops competent people who are willing to give their best to moderate extent. The study concluded that, library leaders should encourage staff with high level of creativity, innovation and invention to contribute highly to the development of the library to high extent.

Recommendations

Based on the findings of the study, the following recommendations were made for improvement:

1. Library leaders should create cordial relationship between bosses and staff. However, make staff receptive to change and innovation in order to enhance and promote job commitment among staff members.
2. Library leaders should reduce the need for control, formal rules and procedures in the library that would likely hinder high level of staff job commitment.
3. Leaders in the libraries should accept staff recognition with award, show commitment to staff who come to work early with reward in order to encourage staff to be commitment to their job.

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