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LIBRARIANS' LEADERSHIP STYLES AS CORRELATE OF LIBRARY STAFF JOB INVOLVEMENT IN COLLEGES OF EDUCATION LIBRARIES IN SOUTH-SOUTH NIGERIA

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ABSTRACT

This study examined Librarians' Leadership Styles as Correlate of Staff Job Involvement in Colleges of Education in South-South Nigeria. Five research questions guided the study, Correlational research survey method was adopted in the study. The population of the study was 211 library staff. There was no sample. Two sets of questionnaires were used to obtained data, they were titled librarian's leadership style (LLSQ). Library staff job involvement questionnaire (LSJIQ). The data collected for the study were analyzed using Pearson Product Moment Correlation (r) method to answer research questions. The findings of the study revealed among others that, the regression analysis showed that the combination of autocratic, bureaucratic, transformational, democratic and transactional leadership styles significantly correlate library staff job involvement. With this result, it is pertinent to use different leadership style for different situations for attainment of desired job involvement of staff in college of education libraries in South-South Nigeria is significant. Also, in the perception of library staff, there is a positive relationship between librarian's leadership style and job involvement of library staff in college of education libraries in South-South Nigeria is significant.

Keywords: Leadership, Librarian, Autocratic, Bureaucratic, Transformational, Democratic and Transactional

Introduction

The central mission of a library is to collect, organize, preserve and provide access to knowledge and information as the global moves into different phase of development to all categories of users. According to Udokwelu, (2020), library is the collection of information sources, resources, services, and the structure in which it is used. The library must be organized to minimize the rate of frustration in the course of search. From this angle, library is an intellectual power house capable of integrating mind and experience from all works of life with various communities for the purpose of storing and spreading knowledge and

information (Ferdinand and Bibian, 2012). Inline of the above, library is the collection of information resources, selected, acquired, organized and disseminate for users in the right format and in the right time to the right person.

Colleges of Education were established with a view to producing well qualified NCE graduate teachers. The National Commission for Colleges of Education (NCCE) as its regulatory agency charged with the responsibility of giving approval, supervision and accreditation of Nigeria Certificate in Education (NCE) programmes. The colleges continue to receive attention for the development of teacher education in Nigeria. However, in all the colleges of education, access to knowledge is a critical success factor in the pursuit of any academic program. To achieve the above, an equipped library is a key to excellent educational foundation that facilitates the production of educational manpower in conjunction with the good services rendered by library staff (Akporhonor, 2015). College of education is under the supervision of the National Commission for Colleges of Education (NCCE). Preservation of information, access to knowledge and information is the main mandate of college libraries, just as other academic libraries which exist alongside, supporting the mission of their parent institutions, which is teaching, learning and research as an academic library to support the mission of the library (Singh and Kaur, 2019)

The concept of leadership is a fascinating one. It is seen as a dominating factor in an organization or group in motivating staff or people to perform toward goal setting and goal achieving (Akilaya, 2011). Leadership is to be the process of directing and influencing the task -relating activities of group members. Different leadership styles have different effects on staff. Nwanokor, (2022), viewed leadership styles, as a techniques and manner of relationship between the leader and the subordinates, He further said that it is the method which the leader adopts to direct the followers in the process of guiding them towards the attainment of set goals, and stated the example as autocratic/authoritarian leadership style, democratic/participative leadership style, pseudo democratic leadership style, laissez faire leadership style. Some researchers identified some leadership style such as; autocratic, bureaucratic, democratic, participative, charismatic, situational, transactional, transformational, laissez-faire, and facilitative leadership styles. (Germano, 2020; Kham, Kham and Ismail, 2015; Ojo (as cited in Opaleke, 2012). But this study focused on the autocratic leadership style, bureaucratic leadership style, transformational leadership styles, democratic leadership style, and transactional leadership style.

Job involvement is seen as one of the important thing related attitudes of staff. It is viewed as an employees' (staff) psychological attachment to the job (Bhatia, Deep and Sachdeva, 2012) This attachment to job is as a result of some factors which may include staff character / attitude, job satisfaction, leadership styles, and work environment. A good staff believes that their work is a very important part of their life; with these they perform well on their job since their job is a vital

aspect of their self-esteem (Lodahl and Kejner as sited in Chughtia, 2018).

Purpose of the Study

The purpose of this study is to ascertain librarians' leadership styles as correlate of library staff job involvement and job satisfaction in Colleges of Education libraries in South-South Nigeria. Specifically, the study also determines the:

1. Relationship between librarians' autocratic leadership style and job involvement of library staff in colleges of education libraries in South- South Nigeria.
2. Relationship between librarians' bureaucratic leadership style and job involvement of library staff in colleges of education libraries in South- South Nigeria.
3. Relationship between librarians' transformational leadership style and job involvement of library staff in colleges of education libraries in South- South Nigeria.
4. Relationship between librarians' democratic leadership style and job involvement of library staff in colleges of education libraries in South- South Nigeria.
5. Relationship between librarians' transactional leadership style and job involvement of library staff in colleges of education libraries in South- South Nigeria.

Research Questions

The following research questions will guide the study:

1. What is the relationship between librarians' autocratic leadership style and job involvement of library staff in colleges of education libraries in South-South Nigeria?
2. What is the relationship between librarians' bureaucratic leadership style and job involvement of library staff in colleges of education libraries in South-South Nigeria?
3. What is the relationship between librarians' transformational leadership style and job involvement of library staff in colleges of education libraries in South-South Nigeria?
4. What is the relationship between librarians' democratic leadership style and job involvement of library staff in colleges of education libraries in South-South Nigeria?
5. What is the relationship between librarians' transactional leadership style and job involvement of library staff in colleges of education libraries in South-South Nigeria?

Literature review

Leadership is critical factor in the attainment of organizational goals. This is why in periods where leadership is inactive, organizers do not grow. Progress occurs when courageous, skillful, and dynamic leaders are put in the leadership positions to persuade, influence, motivate and guide their group who collaborate to contribute towards the collective attainment of the objectives of the organization. Leadership will emerge within a group by way of somebody appearing as exerting the greatest influence without being elected or appointed but members recognize his leadership and willing follow him. Northouse (2017) defined leadership as a process whereby and individual influences a group of people to process which involve

influencing others within the context of a group, involves goal attainment, and these goals are shared by leaders and their followers. Leaders choose any behavior they feel that will give enablement for the attainment of goals, focusing his attention developing group loyalty and unity of effort so that each member feels committed to the task and feels personally responsible for its achievement to control the performance of workers. The techniques and manner of relationship between the leader and the subordinates is what leadership style (Nwanokor, 2022). Leadership style, according to Bosiok (2013) is the way in which leaders influence and stimulate the activities of the group members. Leadership styles influence and stimulate the activities of the group members. Leadership styles encompass how the leaders relate to others within and outside the organization; and how they view themselves and their positions. Leadership style is a combination of traits, skill and behavior that leaders use while they influence their client (Lussier and Achua as cited in Bosiok, 2013). This should be impacted in librarian during training to become a good leader to function well in the library.

According to Armstrong (2017) one route to becoming a librarian is having a good bachelor's degree and also a postgraduate librarianship qualification. Librarians work professionally in different types of libraries, such as public, schools, academic, special or private. They provide orientation to new library members, which enable them to make proper use of library, be aware of the service provided and opening hours. The orientation also enables users to know how to use the catalogue cabinet, borrowing procedures and conditions of membership. The librarians create awareness about the library and may invite school for excursion; by this, pupils and student become aware of library. Similarly, librarians invite and encourage professional associations to hold their meetings once in a while in the library to enable them inform association members about the library. Some librarian work with the academic library carrying out different services in difference department which comprises the circulation section, serials section, digital section, children section, and extension services section. They also, assist users to borrow books, keep records of new and expired membership of the library.

The leadership style that a librarian may apply in the library as an organization for the study are;
Autocratic Leadership Style is usually the military system of leadership; it applies in library whereby the head librarian does not consider the opinion of his colleagues in decision making, and does what he feels correct.

Democratic /Participatory Leadership Style teams the subordinates to make decisions and communicates every step taken in the process of goal achievement with subordinates. The leader acts always in consultation with the subordinates and the subordinates willingly cooperate with the leader to give in their best without fear of reprisal.

Transformational leadership Style is interested in achieving organizational goal as well as individual goals. The leader does not compromise one for the other. Though this is act of discretion, the leader is able to blend the group and organizational needs to

carry the followers along and motivate them towards accomplishing tasks and meeting deadlines.

Bureaucratic leadership style follows the rule. Unlike autocratic leadership, they might listen and consider the input of employees, but they might reject that doesn't align with company policy or past practices.

Transactional leadership style also always improves upon the company's conventions and motivates employees to grow and further develop their skills. Ultimately, the goal of a transactional leader is to create a lasting positive impact, uplift their team to achieve their full potential, and drive success for the organization.

Job involvement is an indispensable factor for the realization of organization of goals. Lodahl and Kejner (as cited in Nwaigwe, 2015) conceptualized job involvement as the psychological identification of an individual with the work or important of the work in that individual's self-image. Job involvement is seen as "a value opinion one has towards his work" (Hung, 2018). Lambert (2013) contributed that job involvement has been theorized to be the force that helps to shape many employees and organizational outcomes.

According to Bhatia, Deep and Sachdeva (2012), job involvement is an attachment to one's that exceed normal level of commitment. According to Blau and Boal (as cited in Robbins et al., 2008) job involvement measured the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth. The amount of job involvement may depend on the extent to which "an employee perceives the needs as capable of being met on the job and therefore keeps a job that gives satisfaction" (Akinbobola, 2021). From the above definitions, an individual has something that spurs him or her to be involve in the join; either because of self-esteem or central life interest or job-match with the person's self-concept.

Some people like their job more efficiently and more productivity while some do not like their jobs. Goose and Irwin (as cited in Hung, 2018) claimed that all successful business hinge on employees. Relationship between leadership style and job involvement has been discussed by many authors which shows different level of interest of individual on their job. In some studies, leadership styles have positive relationship with job involvement while some have negative relationship with job involvement. Leaders express their leadership style which either make or mar the organization. When employees care about their organizations or leaders' they invest effects to attain organizational goals. The conduct of a leader as a member of an organization stimulates individuals' relationship with the working environment and the job itself. Leadership styles acts as a channel to motivate people as well as library staff to be involved or not in their job. If the relationship between the leader and employees is cordial there will be mutual trust, understanding, respect and confidence which will make the work environment conducive for desired job involvement.

Method

A correlational design was used for this study. According to Nworgu (2015), a correlational design defines the kind of relationship that exit between or among one or more variable. Such study is only interested in describing certain variables in relation to population. A correlational research design investigate relationship between variable without the researcher controlling or manipulating any of them. A correlation reflects the strength and /or direction of the relationship between two (or more) variables. The direction of a correlation can be either positive or negative. The correlational design was used because this study investigated the librarians' leadership styles as correlate of library staff job involvement of college of education libraries in South-South Nigeria and did not involve the manipulation of variables.

This study was conducted in south-south, Nigeria. The South-South was formerly part of the Eastern region that was created in May, 1967. The South-South (SS) Geo-political Zone of Nigeria covers (85,303km2) of Nigeria's land area. This geographical zone is made up of six state which include, Akwa-Ibom State, Bayelsa State, Cross River State, Delta State, Edo State and Rivers state with a total number of 125 Local Government Area. South-South is located in the Southern part of the Nigeria and is boded in the East by the Republic of Cameroun and Atlantic Ocean: West by Ondo State; in the South by Atlantic Ocean; and in the North by Kogi, Benue. The area has a wide coastal belt interlaced with rivulets, river, stream, canals and creeks namely the River Niger, Imo River, Qua Iboe River and Cross River (National Assembly Statistical Information, 2008). The inhabitants of South-South Nigeria are mainly the Ijaws, Ikwerres, Effiks, Ibibios, Benins, Irobos, Ibos and Ika. They are educated, Fishermen and in addition they have rich cultural heritage. The languages for South- South Nigeria are English (official), Igbo, Ibibio, Edo, Ikwerre, Urhobo, Etche, Efik, Ejagham, Ogoni, Annang and Ijaw.

The population of this study consist of two-hundred and eleven (211) library staff from the ten government owned Colleges of Education libraries in South-South Nigeria.

The researcher adopted the entire population of 211 as the study sample size, and used census method since the population size was manageable and accessible. The justification for choosing professionals library staff, which are the librarians, para-professional (library officers), and other staff of the library (library assistance, library attendants and technicians) for this study is because they are directly the one carrying out all the activities in the library and their direct involvement in the present study, which gave accurate information that created a better understanding of the true picture, situation and exposure of the position of items in Colleges of Education Libraries in South-South Nigeria.

211 copies of the questionnaire were administered on the respondents by the researchers with the help of ten research assistants, one in each College of Education Library, on a face-to-face direct contact. Data collected from the field were analyzed using Pearson (r) Product Moment Correlation (PPMC) Coefficient to answer

the research questions. Statistical Software Package for Social Sciences (SSPSS) was used to ascertain the accuracy of the analysis for research question

Research Question 1. What is the relationship between autocratic leadership style of libraries and job involvement of library staff in the college of education libraries in South-South Nigeria?

Presentation of Results

Table 1: Pearson r on the relationship between autocratic leadership style of libraries and job involvement of library staff in the college of education libraries in South-South Nigeria?

Sources of Variation	N	R	P- Value	Remark
Autocratic leadership style Job Involvement	211	-0.18	1.00	Very Low negative relationship

Table 1 reveals that there was a very low negative relationship (-0.18) between autocratic leadership style of librarians and job involvement of library staff in college libraries in South-South Nigeria.

Research Question 2: What is the relationship between bureaucratic leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria?

Table 2: Pearson r on relationship between bureaucratic leadership style and job involvement of library staff in college of education libraries in South-South Nigeria.

Source of variation	N	R	P- Value	Remark
Bureaucratic Leadership style Job Involvement	211	-0.32	0.02	Low negative relationship

Table 2 showed that there was a low negative relationship (-0.32) between bureaucratic leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria.

Research question 3: What is the relationship between transformational leadership style of librarians and job involvement of libraries?

Table 3: Pearson r on the relationship between transformational leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria.

source of variation	N	R	P- value	Remark
Transformational Leadership Style Job Involvement	211	0.55	0.03	Average positivity relationship

Table 3 indicates that there was an average positive relationship (0.55) between transformational leadership style of librarians and job involvement of library staff in college of education libraries South-South Nigeria.

Research question 4: What is the relationship between democratic leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria?

Table 4: Pearson r on the relationship between democratic leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria.

Sources of Variation	N	R	P –Value	Remark
Democratic leadership style Job Involvement	211	0.65	0.04	Positive relationship

Table 4. revealed that there was a positive relationship (0.65) between democratic leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria

Research question 5: What is the relationship between transactional leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria?

Table 5: Pearson r on the relationship between a transactional leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria

Sources of Variation	N	R	P- Value	Remark
Transactional leadership style Job Involvement	211	0.60	1.00	Positive relationship

Table 5. revealed that there was a positive relationship (0.60) between transactional leadership style of librarians and job involvement of library staff in college of education libraries in South-South Nigeria

Discussion

The finding of this study revealed a very low negative relationship between library staff perceived autocratic and bureaucratic leadership style of librarians and job involvement. Also, the relationship is not significant. The negative relationship between autocratic and bureaucratic leadership style and job involvement showed that when library staff perceived librarians as using autocratic leadership style, their job involvement reduces. On the other hand, the findings of the study revealed that there is an average positive relationship between the library staff perceived transformational, democratic and transactional leadership style of librarians and their job involvement. This is because it has been shown to possess features that engender high employee motivations such as talking eagerly when setting goals and objectives to be accomplished, considering the special needs, and abilities and aspirations of staff, treating staff as an individual rather than just as a member of a group and the leader sacrificing his/her interests for the benefits of other staff among other encouraging features.

Conclusion

The major aspect of this study was to determine librarian's leadership style as correlate of library staff job involvement in college of education libraries. Hence, the findings of the study suggested that librarians' use of transformational. Democratic and transactional leadership style might increase job involvement of staff of college of education in South-South Nigeria and so positively affect the attainment of the goals of these libraries. On the other hand, librarians' use autocratic and bureaucratic leadership style might decrease the job involvement of library staff of colleges of education libraries in South-South Nigeria, and therefore, hamper the realization of their goals. The regression analysis showed that the five leadership styles predict job involvement of library staff. Thus, it is pertinent for librarians to combine different leadership styles for desired job involvement at different situation.

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

1. Librarians should be exposed to different leadership styles, which they will adopt and use for guiding and supervising staff under them. This should be achieved through inclusion of leadership courses in the curriculum for up-coming librarians, leadership training for librarians that are already in the fields, which would be achieve through professional seminar, workshops, conferences, and short-term courses.
2. Awareness should be created among the librarians working in college of education on the relationship between leadership styles, job involvement. They should be encouraged to adopt and use more of the leadership style that had positive effect on subordinate (transformational, democratic and transactional) among others. Since it is the leadership styles that have significant positive on job involvement and job satisfaction in the study, hence, that will increase job involvement. This would be achieved by restoring meetings with the management board of colleges of education in-relation in development and growth of the college libraries in Nigeria, for training and seminar with the view to educate them on leadership and mandate them to step down the training to all the librarians in their various college libraries.
3. Job involvement programmes should be organized by the librarians for library staff on continual basis. This will enable the library staff to be aware of importance and benefits of being involved in their jobs.

Implication of the study

The study has provided empirical evidence as regards librarians' leadership styles as correlate of library staff job involvement in college of education libraries in South-South Nigeria. The result showed that the five leadership styles autocratic, bureaucratic, transformational. Democratic and transactional are used, but transactional, transformational and democratic leadership style are highly used. Librarians should reduce the use of leadership styles which will not encourage staff to be involved in the job.

Autocratic leadership style of librarians had negative relationship with job involvement and job satisfaction of library staff.

Librarians should reduce the utilization of autocratic leadership style to the best minimum and use it only when it is inevitable since it does not induce high job involvement that affect the attainment of set goal.

Bureaucratic leadership style had significant negative relationship with job involvement and job satisfaction of library staff. Librarians should utilize bureaucratic leadership style with caution and modify some polices to be flexible and accommodate change and innovation to encourage job involvement in-relation to achieve maximum set goal by the library staff of college of education libraries in South-South Nigeria.

Transformational leadership style had significant average positive relation with job involvement of library staff. Librarians should utilize more of transformational leadership style since it spurs library staff to be involved in their job in college of education libraries in South-South Nigeria.

Democratic and Transactional leadership styles had significant positive relation with job involvement of library staff. Librarians should utilize more of democratic and transactional leadership styles since it encourages and motivates library staff to be involved in their job which have positive effect in the sets goal of college of education libraries in South-South Nigeria.

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