

**LEADERSHIP STYLE IN ACADEMIC LIBRARY: CHALLENGES OF SERVICE DELIVERY OF LIBRARIANS IN KADUNA STATE UNIVERSITY LIBRARY, KADUNA****BY****Dr. Sahabi, Muhammad Kabir: Library System and Information Services, Kaduna State University, Kaduna; E-mail: sahabikabir@gmail.com****&****Ogunbote, Kehinde Olubunmi: Abraham Adesanya Polytechnic Ijebu Igbo, Ogun State; E-mail: kehindeogunbotee@gmail.com****Abstract**

*The study evaluated the influence of leadership style in academic library: challenges of service delivery of librarians in Kaduna state university library, Kaduna. The population of the study comprise of 133 library staff of Kaduna state university. The total enumeration technique was used to include all 133 library staff. A validated questionnaire was used for data collection. The reliability co-efficient indicated that the research instrument is reliable, since the Cronbach's alpha of the scale for all the variables were greater than 0.70. Data was analyzed using the SPSS software, frequency distribution and percentages. The findings revealed that the leadership style utilized at Kaduna state university library was transactional and transformational styles of leadership. Further details from the analysis depict that all the indicators show high level of service delivery. The study concludes that the leadership style is important elements that can drive effective and efficient service delivery in Kaduna state university library. The study recommended that the prevailing leadership style is the transactional leadership. Hence, this study recommends that the leadership of the Kaduna state university Library should adopt more of transformational leadership style to total inclusiveness in the management of Kaduna state university Library.*

**Keywords: Leadership style, Service delivery, Librarians and Challenges of service delivery**

**Introduction**

Libraries are a valuable source of vast and varied information resources because they provide services that give users, job seekers, entrepreneurs, lecturers, researchers and students access to information within a conducive learning environment. The service concepts of the libraries are related to their operational systems. Service can be defined as the act of doing something for someone tangibly or intangibly. Service can likewise be described as an intangible product involving a deed, performance and efforts that cannot be physically handled. However, the dominant view of the concept of service in libraries is that service is a package made up of tangible and intangible elements. Tangible elements are services provided and offered to users by the librarians in the form of products that can be touched, collected and used for a period of time. An example of tangible elements is the book borrowing or lending services. Intangible elements on the other hand are services provided by the librarians, which cannot be physically touched, but can be utilized by users. Examples of intangible elements are all those services that are provided to library users through service delivery including Web-based or Internet services.

According to Nanjundeswaraswamy and Swamy (2014), library service delivery is procedure, activity and programme of libraries, which is organized with the aim of ensuring that the needs of users are met. All library services are delivered and geared towards meeting the different information needs of patrons, which will in turn ensure that the learning and research goals of the users are met. Omeluzo (2016) defined service delivery as a process of assisting users in their search for information in the library. Hence, service delivery in libraries include all activities that librarians engage with in providing information resources that are available to the questions and queries of the users and to meet their information needs. Olanloku (2013) also noted that service delivery in the libraries is a sum total of all library activities aimed at facilitating the use of the library and its resources. Service delivery by libraries as organizations are hinged on the mission, objectives, policies, needs of users, availability of resources, infrastructural facilities plus the professional skills of the librarians. Thus, service delivery in libraries is meant to satisfy the needs of users (Kumar, 2012; Hammed, 2014). Library service delivery is divided into two major aspects: the technical, which are services behind the scene and customer services, which are meant to meet the needs of users directly.

Olanlokun (2013) enumerated types of library service delivery to users as follows: technical services, indexing and abstracting services, bibliography services, reproduction and reprographic services, information services, reference services, customer's services, inter-library lending services, user's education services, document delivery services, translation services, provision of seating and study facilities, selective dissemination of information (SDI), current awareness services (CAS) and many more. However, this study would focus on the following eight services

rendered by librarians: reference services, customer's services, inter-library lending, technical, user's education, e-resource/ict's services, selective dissemination of information (SDI) and current awareness services (CAS).

Reference service is the process of helping library users to identify and retrieve information in response to queries, problems and assignments. Thus, connecting users with the needed information sources and ensuring that information resources are used maximally. Customer's services are services rendered to customers at the circulation desk such as registration of new members (users, students), charging and discharging issues, taking and counting of users hourly for records and statistical purposes. Next is Inter-library lending service which is a scheme whereby users in one library may request to borrow information resources from another library's system just because such resource or resources are not available in their own library organization. Technical services are the behind the scene activities in the library which include, book processing both in print and non-print, description by classifying and cataloguing and assigning of bibliographic controls on information resources to enhance access to users (Omeluzor, 2017). Users' education service which is also known as the library users' instructions or guides meant for the purpose of training library users prior to their use of library resources and use of e-resources /information and communication technologies in the library by librarians to effectively enhance service delivery to users. All these service deliveries mentioned above are expected to be delivered by the librarians to the users in the National Library of Nigeria. However, observations and researches have shown that these services are not being done effectively and efficiently as expected by the society and could be regarded as being neglected.

From the foregoing, some scholars like Seema (2013), Adebayo (2015) and Umeluzor (2015), have found that service delivery in Nigerian libraries, especially in the National library of Nigeria is low and have proposed that there are several reasons why it is so as at present. It has been revealed that lack of efficient library resource organization and preservation techniques are some of the main causes of low service delivery in Kaduna state university library. For instance, Ilo, Idiegbeyan-ose and Adebayo (2015) carried out a study which revealed that some research projects, such as Theses, Dissertations and Intellectual project works in different professional fields are not well organized, preserved and processed by the librarians in the Academic Library and other libraries in Nigeria for easy access, retrieval and usage by the library users. Other prevailing issue is the lack of up to date information and communication technologies in the libraries. This has led to low levels of patronage as the contemporary needs of users are not being met while searching for on-line resources or browsing due to lack of library's websites. Emasealu and Umelozor (2015) rated service delivery in Nigerian libraries as poor particularly in the area of community service delivery programmes. Fashola (2015) also stated that some of the factors lowering the service delivery are the poor state of libraries and the collection of obsolete library resources in Nigeria. Several factors have been found to influence service delivery in libraries. These factors include: availability of information resources, accessibility of information resources by users, technological adaptation, financial resources and infrastructure. Ilo, Idiagbeyan-ose and Adebayo (2015) have however, listed major challenges against service delivery in academic libraries in Nigeria as well as other library institutions in the country as lack of infrastructural facilities, lack of e-resources equipment, inadequate qualified numbers of staff (Librarians), erratic power supply and lack of funds among many others. It might be possible that these factors may not be effective on their own without a good leadership style in the libraries. Therefore, leadership style could however be significant factors that may influence service delivery in Kaduna state university library.

A leader can also be described as a person who influences a group of people towards the achievement of a goal. Hicks and Given (2013) and Smith (2015) see a leader as one who selects, equips, trains and influences followers who have diverse gifts, abilities and skills and also focuses the followers to the organization's mission and objectives. Opeke (2018) also described the attributes of a leader as a person who goes beyond self-actualization and concentrates on the perceived quality of the dynamic relationships between subordinates and supervisors. A leader is an affluence to shaping and sharing relationship that would work together to achieve quality service delivery in libraries. Service delivery in Nigerian libraries can sometimes be measured with the quality of leadership the library possesses. Leadership is about articulating visions, embodying values, and creating an enabling environment within which things can be accomplished. Schein (2010) described leadership as the ability to step outside the culture to start evolutionary change processes that are more adaptive. Drucker (2000) sees leadership as the lifting of a man's vision to higher sights, or the rising of a man's performance to a higher standard by building his personality beyond his normal limitations. Leadership in librarianship setting can also be described as the manner or strategically means by which leaders influence and motivate their subordinates to accomplish and achieve the aims and objectives of the organization with less cost of human resources and timely delivery (Opeke, 2018). Nanjundeswaraswamy and Swamy (2014) opined that leadership behaviour can affect trust and satisfaction of employees in organization and organizational citizenship behaviour. Hence, leadership is very important in organizations such as libraries.

Leadership in Nigerian libraries should be concerned with how to set a vision and sharing this vision with others; and how to provide and deliver services with innovation of new technologies to ease user's accessibility on constant demand of information needs. One possibility of achieving this is through the kind of leadership style that has been adopted.

Leadership style involves an intention to focus on the individual traits and characteristics as it influences the aims and objectives of the organization. Oladipo, Jamilah, Abdul, Jeffery and Salami (2013) explain that the success or failure of proper organizations, nations and other social units are largely credited to the nature of the leadership style. Therefore, leadership style is an attempt at influencing the activities of followers through communication process towards the attainment of targeted goals. Leadership style in general is the way by which a person uses power to influence or lead other people to achieve common goals. Scholars such as Oyelude and Oladele (2014) have identified varieties of leadership styles as follows: democratic, Laissez-faire, Autocratic or Authoritative, Participative, Delegate and many more. The kind of leadership style adopted by any given library depends on the type and functionalities the leaders and the followers are engaged with in any situations or circumstances. One of the aims of leadership style in an organization is to enable managers get their people to willingly do what must be done and doing it well is the ultimate. Leadership style is the manner and approach of providing direction, implementing plan, and motivating people. In view of this, Levin (1939) led a group of researchers to identify different styles of leadership. The group identified types of leadership styles as: Authoritative or Autocratic, Participative or Democratic and Delegate or Free Reign, Transformational, Transactional, Strategic, Laissez-faire, and Facilitative, Charismatic, Cross-cultural, Coaching and Visionary types of leadership styles in libraries. This study will be hinged on Transformational and Transactional leadership styles.

Ardichvili and Kuchenke (2017) described transformational leadership style as a leadership style in which leaders encourage, inspire and motivate employees to innovate and create changes that will help grow and shape the future success of the organization. They further explained that transformational leaders always inspire and motivate their work force without micro managing, that they trust and trained employees to take authority over decisions in their assigned jobs. In other words, transformational leadership style motivates others to do their assigned jobs freely. Transformational leadership style also motivates others to do more than they originally intended and often do more than they thought possible. Makinde (2017) echoes that Nigerian libraries need transformational leadership style to enable them solve problems using good judgment; producing highly under pressure and taking responsibility for actions, outcomes and accepting errors that are commonly associated with job effectiveness and service delivery. It takes a good librarian with transformational leadership style to effectively perform these duties. Transformational style of leadership is also all about initiating changing's, expectations and achieving higher performance that would lead to the effective and efficient services delivery. Duren (2013) reiterated that transformational leadership style encourages change and the very nature of organizations like libraries as a strong change agent. Therefore, this suggested that transformational leadership style is the kind that the Kaduna state university Library would likely need to transform the library from its present stage to a desirable one with the hope and commitment of providing efficient and effective service delivery to the populace of the society.

In relation to the above, is the transactional leadership style. Moore (2019) posits that transactional leadership style is the type that is always willing to give something in return for following them. Transactional leadership style as also described by Balwant (2016) focuses on the use of rewards and punishments in order to achieve compliance from the followers. Hence, transactional leadership style in a given organization could frequently get more results from the employees using policies of autocracy or authority, to seek to maintain status-quo and not to aim for the future progression. Davis and Newstrom (2015) also described transactional leadership style as the exchange of relationship between leaders and followers to meet their own self-interest. Transactional leadership style usually clarifies what is expected of followers' performance, explaining how to meet such expectations and allocating rewards that are contingent while meeting the set targeted expectations or objectives. However, transactional leadership style has the syndrome of asking first, what the country would do for the citizen instead of thinking for what the citizen would do or offer the country. So, the transactional leadership style of leaders and followers always seek for what would benefit them first before any other further negotiation and the debate of leadership style remains as an on-going issue.

### **Objective of the Study**

The main objective of the study was to evaluated the influence of leadership style in academic library: challenges of service delivery of librarians in Kaduna state university library, Kaduna. Specific objectives are to:

1. find out the types of service delivery available in Kaduna state university Library

- ascertain the prevalent leadership style in Kaduna state university

### Research Questions

The research answered the following questions:

- What are the types of service delivery available in Kaduna state university Library?
- What is the prevailing leadership style in Kaduna state university Library?

### Methodology

The study adopted the survey research design. The population of the study comprise of 133 library staff of Kaduna state university. The total enumeration technique was used to include all 133 library staff. A validated questionnaire was used for data collection and the instrument was a self-structured questionnaire. The type of data collected for this study was primary data. The collected data from the field was analyzed using statistical techniques like frequencies, mean and standard deviation. Statistical Package for the Social Service (SPSS 12.0 version) were used for data analysis.

### Results

**Research Question One:** What are the types of service delivery available in Kaduna state university Library?

**Table 1: Services Delivered by Kaduna state university Library**

	Always Available Freq. (%)	Available Freq. (%)	Rarely Available Freq. (%)	Not Available Freq. (%)	Mean ( $\bar{x}$ )	Standard Deviation (SD)
Circulation services	63 (26)	169 (69.8)	3 (1.2)	7 (2.9)	3.19	0.59
References services	61 (25.2)	158 (65.3)	21 (8.7)	2 (0.8)	3.15	0.59
Customer's services	24 (9.9)	144 (59.5)	69 (28.5)	5 (2.1)	2.77	0.65
Current awareness services	30 (12.4)	126 (52.1)	82 (33.9)	4 (1.7)	2.75	0.69
Collection development services	29 (12)	127 (52.5)	80 (33.1)	6 (2.5)	2.74	0.70
Technical services	26 (10.7)	129 (53.3)	84 (34.7)	3 (1.2)	2.74	0.66
User's education services	36 (14.9)	112 (46.3)	87 (36)	7 (2.9)	2.73	0.74
Inter library lending services	30 (12.4)	112 (46.2)	97 (40.1)	3 (1.2)	2.70	0.70
Selective dissemination of information	18 (7.4)	112 (46.3)	109 (45)	3 (1.2)	2.60	0.64
E-resources/ICT's services	19 (7.9)	99 (40.9)	121 (50)	3 (1.2)	2.55	0.66
<b>Average Overall Mean</b>					<b>2.79</b>	<b>0.66</b>

Source: Field Survey 2021

**KEY: \*\*\*Decision Rule if mean is less or equal to 1.49=Not Available; 1.5 to 2.49 = Rarely Available; 2.5 to 3.49 =Available; 3.5 to 4= Always Available**

Table 1 reveals generally that services were available at Kaduna state university Library ( $\bar{x}=2.79$ ). Some of the services indicated to be available at Kaduna state university Library were; circulation services ( $\bar{x}=3.19$ ), reference services ( $\bar{x}= 3.15$ ), customer's services ( $\bar{x}=2.77$ ), current awareness services ( $\bar{x}=2.75$ ), selective dissemination of information ( $\bar{x}=2.60$ ) and E-resources/ICT services ( $\bar{x}=2.55$ ). However, it should be noted that none of the services were always available at Kaduna state university Library. This implies that none of the services were always available at Kaduna state university Library. Furthermore, the result indicated that electronic resources and ICT services seems to be the lowest services that are available which by implication, suggest that at Kaduna state university Library there seems to be a weak provision of electronic resources services for users to utilize.

**Research Question Two:** What is the prevailing leadership style in Kaduna state university Library?

**Table 2: Leadership Style in Kaduna state university Library**

<i>Variables</i>	<b>SA Freq. (%)</b>	<b>A Freq. (%)</b>	<b>D Freq. (%)</b>	<b>SD Freq. (%)</b>	<b>Mean <math>\bar{x}</math></b>	<b>Standard Deviation (SD)</b>
<b>Transactional (Mean = 3.15, SD = 0.45)</b>						
My library heads clarify tasks requirements and demand results regardless of the quality of resources provided to staff	46 (19)	191 (78.9)	5 (2.1)	-	3.17	0.43
My librarian often rewards or punishes us based on how we perform our duty	49 (20.2)	184 (76)	8 (3.3)	1 (0.4)	3.16	0.48
My library head always set clear goals for me to strictly follow-up	48 (19.8)	185 (76.4)	8 (3.3)	1 (0.4)	3.16	0.47
My library head allows me to realize my own interests to reduce workplace anxiety	41 (16.9)	195 (80.6)	6 (2.5)	-	3.14	0.42
My library head corrects my actions before enforcing rules all the time	42 (17.4)	193 (79.8)	6 (2.5)	1 (0.4)	3.14	0.44
My librarian is keen about me obeying his commands and instructions	44 (18.2)	185 (76.4)	13 (5.4)	-	3.13	0.47
She closely monitors me to ensure I perform my duties diligently	38 (15.7)	195 (80.6)	9 (3.7)	-	3.12	0.42
<b>Transformational (Mean = 2.95, SD = 0.56)</b>						
My Supervisor do encourage me to take great ownership of my work	34 (14)	193 (79.8)	15 (6.2)	-	3.08	0.44
My librarian respects my contribution to the team	26 (10.7)	187 (77.3)	28 (11.6)	1 (0.4)	2.98	0.49
My librarian keeps open communication	31 (12.8)	173 (71.5)	33 (13.6)	5 (2.1)	2.95	0.59
My library head stimulates and encourage creativity in us	39 (16.1)	149 (61.6)	53 (21.9)	1 (0.4)	2.93	0.63
My library head believes respect is earned not commanded	34 (14)	159 (65.7)	47 (19.4)	2 (0.8)	2.93	0.60
My library head advocate assumptions, takes risks and solicits ideas from staff when making important decisions	35 (14.5)	152 (62.8)	53 (21.9)	2 (0.8)	2.91	0.62
My library head know my strengths and weaknesses so as to optimize my performance	22 (9.1)	166 (68.6)	53 (21.9)	1 (0.4)	2.86	0.56
<b>Average Overall Mean</b>					<b>3.05</b>	<b>0.50</b>

**Source:** Field Survey 2021

**KEY:** SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree\*\*\*Decision Rule if mean is less or equal to 1.49=Strongly Disagree; 1.5 to 2.49 = Disagree; 2.5 to 3.49 =Agree; 3.5 to 4= Strongly Agree

Table 2 reveals the responds of librarians as it regards to their leadership style in Kaduna state university Library. Based on the result on the table librarians agreed that there exists a style of leadership at the National Library of Nigeria ( $\bar{x}$ =3.05). The leadership style utilized at Kaduna state university Library were the transactional ( $\bar{x}$ =3.15) and transformational ( $\bar{x}$ =2.95) styles of leadership. However, the prevailing leadership style Kaduna state university Library is the transactional leadership style transactional ( $\bar{x}$ =3.15). Under the transactional leadership style the ability of library heads to clarify tasks requirements and demand results regardless of the quality of resources provided to staff was rated high with a mean score of ( $\bar{x}$ =3.17). This is followed by the library been able to reward or punishes librarians based on their level of performance with a mean score of( $\bar{x}$ =3.16) but under this style of leadership monitoring to ensure librarians perform their duties diligently was rated lowest ( $\bar{x}$ =3.12). Furthermore, the transactional style of leadership was followed by transformational leadership style at Kaduna state university Library ( $\bar{x}$ =2.95) where the respondents rated high the ability supervisors to encourage them to take great ownership of their work ( $\bar{x}$ =3.08) followed by respects for librarians  $\bar{x}$ =2.98 while the poor knowledge of the strength and weekends of librarians as it relates to work optimization was rated lowest ( $\bar{x}$ =2.86).

### Discussion of Findings

The study examined leadership style and service delivery by librarians in Kaduna state university Library. This section reports the findings of this study with previous studies. This research question one sought to find out the types of service delivery available in Kaduna state university Library. The findings of this study revealed that, services are available at Kaduna state university Library. Some of the services that are available in the Kaduna state university Library include: circulation services, reference services, customer's services, current awareness services, selective dissemination of information and e-resources/ICT services. This agrees with Yaya, Opeke and Onuoha (2016) who reported in their study that service delivery by librarians in the University libraries was high but were quick to state that despite the high level of service delivery, libraries do not have adequate infrastructural resources in providing these services to their patrons. Perhaps, one can empirically argue that the reason why some service delivery in Kaduna states university Library are inversely available may be as a result of lack of infrastructural resources to deliver some of these services to the users. This means that Kaduna state university Library cannot always deliver services in a regular manner in the absence of adequate and efficient means of delivering services to their users.

The finding of the study reveals that there is a leadership style at Kaduna state university Library. However, the prevailing leadership style being utilized at Kaduna state university Library is the transactional leadership style followed by the transformational style of leadership. The finding of this study is in agreement with Makinde (2017) who argued that Nigerian libraries need a transformational leadership style. He was of the view that a transformational leadership will enable the library solve problems using good judgment. It will help the library to become productive, work under pressure and take responsibility for their actions as well as accept errors associated with service delivery. This means that transformational leadership style makes librarians to effectively perform their duties.

Moreover, the findings of this study revealed that there is dominant of transactional leadership in the library. The findings of this study corroborates with Ardichvili and Kuchenke (2017) who reported that transactional leadership style is a style of leadership in which leaders encourage and motivate the employees. It is the style of leadership that promotes organization for immediate action to the changes that will profit both the leaders and the employees for an instant result. Transformational leaders trust and trained employees to take authority in the respective departments of work as well as on any assignment assigned to them. Hence, they allow employees to do their assigned jobs freely. A leader who is transformational initiates changing and tries to achieve higher level of performance that would lead to the effective and efficient services delivery. This researcher based on the established findings of this study can argue that with the level of services deliver in Kaduna state university Library, a transformational leadership style needs to be more practiced.

### Conclusion

The study has succeeded in investigating the influence of leadership style on service delivery by librarians in Kaduna state university Library. Leadership style has a significant influence on the service delivery of librarians in Kaduna state university Library and leadership style are important elements that can drive effective and efficient service delivery in Kaduna state university Library. Conclusively, for the sustenance of services delivery in Kaduna state university Library, the present leadership style in Kaduna state university Library needs to be maintained. Finally, the findings of this study suggest that increased adaptability, mission, involvement and consistency in Kaduna state university Library will result in improved service delivery by librarians. Hence, as a result or with the prevailing leadership style and service delivery in Kaduna state university Library, the federal government and state government should step up to ensure the sustenance of service delivery in Kaduna state university Library.

### Recommendations

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

1. Even though the study revealed that the level of service delivery by librarians in Kaduna state university Library is high, there is need to sustain the service delivery as well as to add more services that was not within the scope of this study. This is important because it will help with the on going effort of repositionion the Kaduna state university Library.
2. The study revealed that the prevailing leadership style is the transactional leadership. Hence, this study recommends that the leadership of the Kaduna state university Library should adopt more of transformational leadership style to total inclusiveness in the management of Kaduna state university Library.

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