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Effective leadership Styles Strategies and Job Performance of Librarians in Federal university libraries in South-South, Nigeria

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ABSTRACT

The study investigated effective leadership styles strategies and job performance of librarians in Federal University libraries in South-South, Nigeria. The study adopted descriptive research design. A total of four (4) research questions were raised to guide the study, and a hypothesis was also tested at 0.5 level of significant. The population of the study comprised (98) librarians in the six Federal universities spread across the six states of South-South, Nigeria. No sample was done due to the manageable size of the population. The instrument used for data collection was a researcher constructed questionnaire titled “Effective Leadership Styles Strategies and Job Performance Questionnaire (ELSSJLSQ)”. Various types of leadership styles were identified, challenges associated with leadership styles and job performance were also identified to include lack of proper education on human resource management, lack of knowledge on the type of leadership style to be adopted, and inability to engage staff in task performance etc. The study outlined strategies for effective leadership style for increased job performance, to include participatory management approach, disciplinary measures for bad performance, regular staff training programmes among others. Based on the findings, recommendations were made.

Introduction

A university library is established to sustain teaching, learning and research activities of the university. The library is established with a focus in mind, which is to ensure the

realization of the set goals and objective of the parent body which is the university. This it does by making available varied information materials to support research, teaching and learning in line with the goals and objectives of the university. According to Blakes (2013), “the library exists to serve the needs of the university in information provision and will aim to offer the highest quality service, so far as resources permit”. As a main contributor to the core functions of the university, the library influences the environment within which it graft its own mission and objectives which is providing information resources aimed at the realization of the primary objective of the university. Supporting this view Raseroka (2010) asserts that “perceptions held by the university’s stakeholders on the role of the library as a contributor the core functions, influences the environment within which the university library crafts its own mission and role. Khan and Bhatti (2012) noted that academic institutions could not achieve their two-fold mission of spreading knowledge and extending its research progress without the university library resources and services.

The library also ensures the preservation of materials for future generation of users (i.e., posterity purpose). To this end, Yusuf and Iwu (2010) assert that, university library is the nerve centre or the hub around which scholarship revolves. It is an indispensable instrument for intellectual development, being a store house of information to which user (students as well as lecturers) may turn to for accessing information. Considering the all importance of the university library in the educational sector, one will conclude by saying job performance of librarians is paramount.

Job Performance is something done by the librarians to produce needed results. Performance is most commonly used to refer to whether a librarian performs their job well in terms of quantity and quality. Saka and Haruna (2012) views job performance as the ability to carry out fundamental functions which is based on the field of specialization or areas of development as well as an organization’s objectives. Job is something done by the librarians

to produce needed results. Eze (2002), further defined job as a purposive human activity. It is an activity of man's faculties for the production of a particular desired goal in the form of goods and services. That is performance is something a single person does, it is an action geared towards the achievement of set goals and objectives. Also librarians' job performance promotes and enhances the status of the university and also aid students' academic success in their various examinations as they will have access to current and relevant library resources that would support their lecture notes and academic programmes in the university. Also at the researcher and staff level, the library will aid in the provision of materials for in depth research. Supporting this view, Yaya (2018) posits that in Nigerian public university libraries, librarians' job performance entails providing current and relevant educational resources in the library that would encourage increase in paper publications among faculty members and librarians themselves, innovative research works in the university that would attract grants from both local and international bodies.

Other critical jobs performed by librarians in the university library include implementation of an efficient circulation system to ensure easy location (identification) and retrieval of library materials, conducting a programme of instruction in library skills for undergraduate students in order to strengthen their information literacy skills to enable them conduct independent literature searches, consulting with students and academic staff in analysing, identifying and fulfilling their information needs, conducting literature searches, maintenance of library records (catalogues, kardex, rotadex), to this end Wayne, (2015) asserts that the reader services librarian is responsible for planning, promoting and teaching information literacy, providing reference services, and developing library print and electronic resources and services. Andrews, Wright and Raskin, (2015), opine that the librarian should ensure that the physical presence of books stimulates users to become actively engaged with

literature. By so doing the relevance, effectiveness and efficiency of the Libra can be determined.

Similarly, Segun-Adeniran (2015), further stressed that desirable level of job performance in libraries cannot be achieved without proper leadership styles established and operated. Osabiya (2015), investigated the “Impact of leadership style on employee’s performance in an organization” with the aim of establishing the relationship that exist between the two variables. The general purpose of the study is to determine effective leadership style strategies that can lead to improved job performance of librarians in federal university libraries in south-south, Nigeria. Robbins and Coutler (2013), opines that performance in the workplace is the accumulated results of activities that an employee performs. According to Abdel-Razek (2011), job performance is the effort made by an employee within an organization in order to achieve particular pre-determined results by maximising available resources

Problem Statement

Ineffective leadership causes performance of staff to fall below actual potential, and consequently, places hindrance to the realization of organizational goals and objectives. Under performance of staff in any organization leads to lack of efficiency and poor service delivery. The researchers have observed that some librarians in federal university libraries in South-South, Nigeria lack ability to improve staff performance in the leadership styles they adopt. And this may be attributed to lack of effective strategies to improve on leadership styles in order to induce adequate job performance. There is a general notion that when leaders lack strategies to improve job performance of staff, subordinates will perform below capability. Despite the positive association between effective leadership and job Performance of staff, some librarians as management staff of the library still exhibit inability to improve

on leadership style that can lead to improved job performance for effective and efficient service delivery in university libraries in South-South Nigeria.

Objectives of the Study

The specific objectives are to:

- Find out the various leadership styles used by librarians in federal university libraries in South-South Nigeria.
- Determine the relationship between leadership styles and job performance of librarians in federal university libraries in South-South Nigeria.
- Identify the challenges that militate against the improvement of leadership style and job performance of librarians in federal university libraries in South-South, Nigeria.
- Identify strategies that can enhance leadership style and job performance of librarians in federal university libraries in South-South, Nigeria.

Research Questions

The following research questions were formulated to guide the study

- What are the various leadership styles used by librarians in federal university libraries in South-South Nigeria?
- What is the relationship between leadership styles and job performance of librarians in federal university libraries in South-South, Nigeria?
- What are the challenges militating against leadership styles and job performance of librarians in federal university libraries in South-South, Nigeria?
- What strategies are there to enhance leadership style and job performance of librarians in federal university libraries in South-South?

Hypotheses

One null hypothesis was formulated and was tested at a 0.5 level of significance.

- **H₀₁:** There is no significant relationship among leadership styles and job performance of librarians in federal university libraries in South-South.

Significance of the study

The findings of this research would be useful to: academic institutions, academic libraries, library managers, library staff, policy makers in public sector, managers of different organizations and researchers generally.

Also, this research and its findings would be useful to future researchers, academics and students striving to understand the importance effective strategies of leadership style for improved performance of employee

. This research is expected also to help different individuals who find themselves in leadership capacity, to note the best and most appropriate strategies to employ in situations that are most important to increased job performance and general productivity in the work place.

Literature Review

Types of leadership styles

Leadership as a concept has been defined by many writers and different schools of thought. Leadership can be defined as a way of causing or affecting a group of people to take collective action in a particular direction in order to achieve an organizational goal and objectives. Each leadership style has its own distinctive advantage and disadvantage. There are various kinds of leadership styles that can be employed in any organisation and such leadership style includes; Autocratic leadership style, Democratic leadership style, Transactional leadership style, Transformational leadership style, Bureaucratic leadership style, Laissez-Faire leadership style.

Autocratic leadership style: Autocratic leadership style employs the use of veto power and authority and does not have confidence in the subordinates. Leaders who employ this leadership style are generally dictators and do not believe in taking inputs from subordinates. Al Khajeh, (2018), explained that autocratic leaders are typically domineering and bossy in nature. They are leaders who expect their subordinates to function as they dictate.

Democratic leadership style: democratic leadership style is a participatory in nature. The leader believe or have faith in the subordinates, and therefore carry them along in the decision making process. It is advantageous in situations where subordinates are creative and initiative. i.e. when they know what to do. Sadia and Aman (2018), states that there so much benefits in a democratic leadership, because subordinates are encouraged to put in their experiences and this can result in better ways of solving problems and more innovations are created. This leadership style will also encourage staff to be more engaged and dedicated to duties, because they were part of the decision making, they will work to ensure set goals are achieved. According to Idetawy cited in Al-Khaled and Fenn (2020), stated that some of the characteristics of democratic leadership, include: subordinates are encouraged to share ideas and opinions, even when the leader still hold the final say over decisions. Subordinates feel more engaged in the process, creativity is welcomed etc.

Transactional leadership style: This leadership style believes in the exchange of rewards for subordinate effort / performance. A transactional leader recognizes the needs of subordinates and facilitates negotiation with them so as to meet the overall set goals and objectives. Buchanan and Huczynski (2004) opines that transactional leader relies on reward and punishment to ensures subordinates submission and compliance, the leader is ready to satisfy the subordinates needs if they are able to accomplish the organizational goals.

Transformational leadership style: Transformational leadership is a leadership style in which the leader acts as a model to transform or change subordinates. Transformational

leadership style creates room for subordinates to have a sense of respect, trust, loyalty, and appreciation towards the leader, and they are willing and stimulated to do more than they are expected. Al-Hussein and Elbeltagi (2012), asserts that, this style has positive impact on the goal directed behaviour and improve individual innovation and performance within organization.

Bureaucratic leadership style: This type of leadership ensures total obedience to procedures and rules to the latter. Studies have shown that this leadership style slows down operations/ performance as a result of its bureaucratic nature. In the words of Khajeh (2018), bureaucratic leaders are strongly committed to their processes and procedures but not to their people. This explains why they appear to be cold and indifferent towards their staff.

Laissez-Faire leadership style: This is a leadership style in which the leader does not take decision but allows followers to take decision by themselves. It's a "free style" leadership style, the leader is fully aware of his leadership power but does not enforce it on subordinates and such leaders do not take responsibility of subordinates' failure to perform. It is regarded a passive form of leadership. Nwokocha and Iheriohanma, (2015), asserts that Laissez faire is a French term that means "let it be" and is also referred to as "hands off style". This is a leadership style that encourages a good working environment but discourages control and directives from the leader. Under this leadership style, decision can be taken by anyone who willing to do so.

Each leadership style has its own distinctive advantage and disadvantage. On this view, Johnson (2015) states that underlining factor is that whatever style being used should be appropriate to positively influence the behaviour of staff in a way to enhance the achievement of the objective of the university library.

Relationship between leadership styles on job performance

The adoption of right leadership styles in the management of library activities and operations could also encourage innovation and creativity. Studies have shown that leadership style is obviously the single most influential factor affecting productivity in the 21st century workplace, this is because the leaders in any organisation are saddled with the responsibility of driving the attainment of set objectives based on their methods of operation, reward systems, communication methods and policy formulation using a secondary source of data and concluded that, for organization to develop and maintain successful organization, leaders are required to understand the culture of the organization to adapt to the organization. Azhar (2013) asserts that, leadership styles that encourages team-spirit will allowed, everyone to work visibly in a synergy to ensure high level clientele satisfaction which in the library context is actually high job performance. An investigation into the relationship between autocratic leadership style and work performance reveals negative correlation, this were unveil in the work of Igbal, Anwar and Haider (2015) were they investigated the effect of leadership styles practiced in an organization and their effect on employee performance using a qualitative approach and source data from secondary source and mainly on journals. The study concluded that autocratic style is less useful in the long term on work performance. In a similar vein, Nanjundeswaras and Swany (2014) examined leaderships style with an objective to examine the impact leadership styles has on employee productivity, at the end of the day, they find out that, autocratic leadership style significantly influence productivity negatively.

Challenges militating against leadership styles and job performance

University libraries which are also referred to as academic libraries are the nerve centre of the institution. Therefore it is crucial that, the library whose activities is centred on research, teaching and learning, rise up to the need of providing optimal services, but it has been discovered that a number of factors have hindered the job performance of library staff.

Luthan (2007) asserts that lack of proper education on human resources management is one of the reasons. Olukoga (2006) states that lack of training opportunity is a factor that may hinder employee job performance. And that a multi- skilled employee is more valuable and effective as he is flexible and can handle different tasks successfully. Amaewhule cited in Iorhuna (2011) opines that one of the most needed skills or competencies to perform for which much energy is expended is the ability of the manager to acquire, interpersonal and managerial orientation. Bright (2009) thus asserts that public organization leaders must keep employees totally inspired and committed, if they are to achieve their ambitious mission. In the case of the university library where managers interact daily with front –line staff, especially as the library organizational hierarchy is made up of junior and mid–level management, that is, the university Librarian, Deputy Librarian, principal Librarian, Librarian 1 & 2, Library Officers and other supporting staff, during interactions supervisors or Heads of the various departments/units unavoidably influence staff performance with either good or bad result for the library. Hill (2008), also asserted that it be will be difficult for employees to see a significant relationship between reward and performance if it is not measured.

Strategies to enhance leadership style and job performance of librarians

Job performance in library is not only geared towards meeting only users information needs but also promoting the image of the library and as well as meeting the institutional goals and objectives. This explains the importance of devising strategies to enhance leadership as it affects job performance in the university library. Ferguson (2010), states that disciplinary measures instil good attitude to work in the organization. According to Chartered Institute of Personnel and Development (2007) disciplinary measures can serve as a tool for communication to staff that unacceptable norms of behaviour on their job are taken seriously and dealt with consistently and

fairly. However oral warning, written queries, loss of entitlement, forceful retirement, suspension, demotion, termination, sack and dismissal are identified as disciplinary measures (Adiele, 2012). Pathak (2011), states that disciplinary measures include counselling and other employment action undertaken to correct or modify unacceptable job performance or behaviour to acceptable standard. Haizlip (2008) believes that involving employees in decision making do not only increase their commitment but also motivate them to perform better. In agreement to this assertion, Agarwal (2008) argues that when employees are involved in decision making and planning the implementation of changes that affect them, they implement changes faster with higher performance than those who are merely communicated to about the change. However, Robbin (2006) noted that even though participatory decision making can lead to increase motivation and commitment, it should be at the option of the employee. In the same vein that Ugah (2008) opined that 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 strategies are harnessed; this is the only way productivity will be achieved in the library.

Methodology

This study is a descriptive design that used a questionnaire to collect data. A structured interview was also used to gather additional data. The study investigated, are all ninety eight (98) academic librarians in all the federal university libraries in South –South Nigeria. The libraries investigated are university of Benin (UNIBEN) 8, Federal University Petroleum Resources, Effurun (FUPRE) 9, University of PortHarcourt (UNIPORT) 23, university of Uyo (UNIUYO) 28, University of Calabar (UNICAL) 18, and Federal University, Otuoke 12, giving a total of 98 librarians. A total of 98 questionnaires were administered, of which 96 were returned, giving a return rate of 98%.

Data Analysis

Mean and standard deviation of types of leadership styles used by librarians in federal university libraries in South-South, Nigeria.

S/N	Item Statement	Mean	SD	Remark
Leadership Styles				
1	Autocratic leadership style	3.00	.98	HU
2	Democratic leadership style	3.36	.85	HU
3	Transactional leadership style	2.39	.91	LU
4	Transformational leadership style	2.52	.97	HU
5	Bureaucratic leadership style	2.55	.86	HU
6	Laissez-Faire leadership style	3.13	.78	HU

Results in the table above showed that all the items in the table are leadership styles that are used by librarians to direct or control their subordinates towards good performance. With items such as autocratic leadership style, democratic leadership style, transactional leadership style, transformational leadership style, bureaucratic leadership style and laissez Faire leadership style, having mean ratings of 3.00, 3.36, 2.39, 2.52, 2.55, and 3.13 respectively.

The result is in agreement with the findings from the interview held with library personnel under study, as their confirmation points to the fact that various styles of leadership are been used by different librarians at different times in the library, with very few of them using transactional leadership style. the reason may be attributed to the fact that the library is a service oriented institution and not a transactional enterprise, and such the use of transactional leadership style is lowly used.

Multiple regression analysis of relationship among leadership styles and job performance of librarians in federal university libraries in South-South

Variables	R	R ²	Adjusted Square	R	Std. Error of the Estimate
Leadership Styles and Job Performance	0.57	0.33	0.28		5.36

(R²) = Coefficient of Determination

The result above shows that the relationship among leadership styles and job performance of librarians in federal university libraries in South-South was 0.57. The result

indicates that there exists a moderate positive relationship among leadership styles and job performance of librarians in federal university libraries in South-South. The result also revealed that the coefficient of determination (R^2) associated with the correlation coefficient of 0.57 was 0.33.

The null hypothesis which states that, there is no significant relationship among leadership styles and job performance of librarians in federal university libraries in South-South was rejected.

Mean and standard deviation on the challenges associated with leadership style(s) and job performance of librarians in federal university libraries in South-South

S/N	Item Statement	Mean	SD	Remark
1	Lack of proper education on human resource management	3.73	.49	Agree
2	Lack of knowledge on the type of leadership style to adopt	3.45	.72	Agree
3	Inability to make choice on what to do	3.60	.55	Agree
4	Inability to engage staff in task performance	3.24	.69	Agree
5	Lack of interpersonal skills	3.35	.62	Agree
6	Lack of management orientation	3.46	.60	Agree
7	Inability to carry staff along in decision making	3.34	.83	Agree
8	Lack of training opportunities to improve skills	3.31	.90	Agree
9	Lack of multi-skilfulness in job performance	3.53	.72	Agree
10	Lack of innovativeness in job performance	3.21	.77	Agree
11	Lack of technological skills	3.63	.55	Agree
12	Lack of knowledge on user experiences	3.33	.85	Agree

Result above revealed the challenges associated with leadership style(s) and job performance of librarians in federal university libraries in South-South. The result revealed that all the items in the table above had mean values above 2.50 set for decision rule. This implies that the respondents agreed that all the items are challenges associated with leadership style(s) and job performance of librarians in federal university libraries in South-South. The standard deviation of the 12 items ranged from 0.49–0.90; indicating that the respondents were homogenous in their responses.

From the interview, some of the items listed in the table were also mentioned as challenges. Correspondents actually lamented that sometimes librarians adopt a particular

leadership style that does not suite a particular situation and will not bring the required results, and yet will still not want to listen to inputs from subordinates and this go a long way in affecting the job performance of librarians.

Mean and standard deviation on the strategies for enhancing leadership style(s) for increased job performance of librarians in federal university libraries in south-south Nigeria

S/N	Item Statement	Mean	SD	Remark
1	Staff should be involved in decision making process	3.39	.72	Agree
2	Staff should be treated with fairness	3.56	.66	Agree
3	There should be performance appraisal strategy	3.49	.63	Agree
4	There should be reward for high job performance	3.72	.50	Agree
5	There should be disciplinary measures for bad performance	3.48	.58	Agree
6	There should be recognition for exceptional performance	3.30	.67	Agree
7	Team-spirit should be encouraged among staff	3.55	.56	Agree
8	There should be regular staff training programmes	3.43	.64	Agree
9	There should be good communication channel	3.44	.68	Agree
10	Staff responsibility should be clearly defined	3.46	.65	Agree
11	There should be performance feedback	3.53	.56	Agree
12	There should be participatory management approach	3.41	.69	Agree

The result above revealed the strategies for enhancing leadership style(s) for increased job performance of librarians in federal university libraries in south-south Nigeria. The result shows that all the items had mean values above 2.50 set for decision rule. This implies that the respondents agreed that all the items are the strategies for enhancing leadership style(s) for increased job performance of librarians in federal university libraries in south-south Nigeria. The standard deviation of the 12 items ranged from 0.50–0.72; indicating that the respondents were homogenous in their responses.

Discussion

It was discovered that the leadership styles mentioned in the study are used by librarians. Mgbodile (2004), Melling and Little (2004) outlined and explained some styles of leadership such as autocratic, democratic and laissez-faire leadership styles.

The study found out that leadership styles has a strong influence on the job performance of librarians. The findings are in consonance with the findings of Haenisch (2012) who emphasized that leadership style is obviously the single most influential factor affecting productivity in the 21st century workplace, this is because leaders in any organisation are saddled with the responsibility of driving the attainment of set objectives based on their methods of operation, reward systems, communication methods and policy formulation. Similarly the result of the study also agrees with Segun-Adeniran (2015) who opines that desirable level of job performance in libraries cannot be achieved without proper leadership styles established and operated.

The study also shows that there are challenges associated with leadership styles and job performance of librarians. This also in consonance with Bevan, Barber and Robinson cited in Urhefe (2014) asserts that although many employees are highly motivated when joining an organization, the majority of resignation can be attributed to frustration with the immediate supervisor. In the same vein, the results of the study also agrees with Amaewhule cited in Iorhuna (2011) who opines that one of the most needed skills or competencies to perform for which much energy is expended is the ability of the manager to acquire, interpersonal and managerial orientation.

Strategies for enhancing leadership styles for increased job performance includes involving staff in decision making process, disciplinary measures for bad performance, using performance appraisal strategy, recognizing exceptional performance, having regular staff training programmes, clearly defining responsibilities, participatory management approach and treating staff with fairness among others are major strategies to enhance leadership

style(s) for increased job performance of librarians in federal university libraries. The findings lends credence to Agarwal (2008) who states that when employees are involved in decision making and planning the implementation of changes that affect them, they implement changes faster with higher performance than those who are merely communicated to about the change. Also supporting the results of this study, Hill (2008) also asserts that it will be difficult for employees to see a significant relationship between reward and performance if it is not measured. Leaders who develop and communicate a compelling vision of their organization can make a profound impact on employee motivation; this has to do with transactional leadership style. Corroborating the results of the study, Ndunuju (2009) remarks that disciplinary measures prompt individual's especially the employee to maintain stipulated rules and regulations for the efficient and effective running of the organization.

Conclusion and Recommendations

Leadership styles are influential factors that can enhance the job performance of librarians in university libraries among other factors. Ineffective leadership styles can lead to underperformance. This explains why there is need to recognize and apply appropriate strategies that can enhance effective leadership styles for increased and optimal job performance.

The study recommends that, librarians as management staff of the library applies appropriate leadership style that can induce increased job performance. This is because no leadership style is suitable at all times. Library management should make it a point of duty to send librarians on regular training in the area of administration / management of library. Finally, the study recommend that approaches as listed in the study that could enhanced leadership style for increased job performance be practiced not only by librarians but by other management staff of any organization.

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