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Relationship between Transformational and Transactional Leadership Styles and Job Performance of Librarians in Federal university libraries in South-South, Nigeria.

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Abstract

Leadership styles are among the major drivers used to improve the performance of staff in any organization. It is believed that an organization's kind of leadership style influences its overall results. This study focused on two styles of leadership which are transformational and transactional style of leadership. Relationship between leadership styles and job performance were also discussed. It is revealed that leadership styles definitely have a strong correlation with the achievement of set goals and objectives of the library. The study adopted correlational research design. Three (3) research questions were raised to guide the study, and two hypotheses were 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 for data collection was a researcher constructed questionnaire titled "Impact of Transformational and Transactional Leadership Styles on Job Performance Questionnaire (ITTLSQ)". Research data were analyzed using SPSS, correlation and regression analysis were utilized in analyzing the data and testing the research hypothesis. The study reveals that there is a positive relationship between leadership styles and job performance. It was also revealed in the study that both Transformational and Transactional leadership styles have positive and negative sides. From the examination of these two leadership styles, it was discovered that transformational leadership style has more positive impact on job performance of librarians than transactional leadership style. Recommendations were made based on the findings.

Keywords: Leadership styles, job performance, librarians, university library

Introduction

The university library is established to ensure the realization of the goals and objective of its 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 primary aim of the university. It is not an over-emphasis to see the university library as the "heartbeat of

the university”. This explains why the library building in most universities is always centrally placed in campuses. The library is so vital that, without the library, academic activities of the university will come to a halt. Lecturer, researchers and students turn to the library for in-depth research, without the support of the library; there will be no effective teaching, learning and research. 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”. Librarians work with faculties and students in the discovery, use and management of information that supports their research and learning. 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 to support 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 to the core functions, influences the environment within which the university library crafts its own mission and role. Eze and Uzoigwe, (2013) opines that, the mission and vision of academic libraries in the university setting go in line with the objectives of the parent institution which is the university.

The university library is made up of a collection of information resources both in print and non-print format organized and made available to the immediate library users. The library also ensures the preservation of materials for future generation of users (i.e. posterity purpose).Aguolu (2002), noted that the university library is the heart of the university. This is because, according to him the academic health, intellectual vitality and effectiveness of any university depends largely upon the state of health and excellence of its library which is its lifeblood. To this end, Yusuf and Iwu (2010) assert that, academic 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. Emphasizing on the importance and function of the university library, a onetime Vice Chancellor of the University of Ilorin, S.S. Afolabi(Prof), stated in an address; that “if we have no laboratories and we lack the funds to recruit staff, the enterprise of teaching in our university can continue if we had a well-stocked library”. This explains why the library perhaps needs good staffing manned by competent leadership to carry out its responsibilities to the university it serves.

High job performance has been seen as a determinant factor in the success and visibility of a university library. The academic success of a university is connected to the university library, and this in turn has a strong correlation with the librarian’s job performance. Mowat (2009) stated that high quality staff can transform even the poorest library into an operation offering quality services. Going by the above, one can deduce that high job performance of librarians is crucial to the successful realization of set goals and objectives of university libraries in South-South, Nigeria. It is important to note that the university library as an organised formal institution practice some leadership pattern usually headed by the University Librarian and the UL leadership pattern also influence the general pattern of leadership adopted by various librarians heading the divisions and units in the library. On this note, it is critical to investigate if leadership styles have a role to play in connection with the job performance of librarians. This is why the study seeks to find out through research the impact of transformational and transactional leadership styles on the job performance of librarians in federal university libraries in south-south, Nigeria.

Problem Statement

The information scene is fast changing, and this change has led to new challenges for librarians in university libraries, which also calls for pro activeness on the part of librarians in order to maintain a state of relevant in the system. The new information age brought about a lot of advent to the library, which also required that librarians meet up with the changes. A

university that is well equipped with all the needed library resources and services, but lack competent librarians that can perform their jobs duly, effectively and efficiently to meet up with the challenges of the new information age cannot maintain its relevance in this 21st century. Library users now expect to be given whatever information they need, at whatever time they need it and from which ever location they may be. This paradigm shift in service provision and delivery necessitated that librarians job performance be critically examined. It is assumed that lack of appropriate leadership style can cause librarians to perform below expectations. To this end, what impact can transformational and transactional leadership styles have on the job performance of librarians in federal university libraries in South-South Nigeria?

Objectives of the Study

- Determine the relationship between leadership styles and job performance of librarians in federal university libraries in South-South Nigeria.
- To find out the degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South Nigeria.
- Investigate the degree of correlation between transactional leadership style and job performance of librarians in federal university libraries in South-South.

Research Questions

The following research questions were put together to guide the study

- What is the relationship between leadership styles and job performance of librarians in federal university libraries in South-South Nigeria?
- What is the degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South?

- What is the degree of correlation between transactional leadership style and job performance of librarians in federal university libraries in South-South?

Hypotheses

Three null hypotheses were formulated and were tested at a 0.5 level of significance.

- **Ho1** There is no significant relationship between leadership styles and job performance of librarians in federal university libraries in South-South.
- **Ho2** There is no significant relationship between transformational leadership style and job performance of librarians in federal university libraries in South-South.
- **Ho3** There is no significant degree of correlation between transactional leadership style and job performance of librarians in federal university libraries in South-South,

Significance of the study

The outcome of the study could be used by managers of different organizations as basis for advocating for adoption of any of the leadership style(s) in order to meet the demands for workers optimal job performance. This will help in providing necessary information for consistent and regular review as well as update of policies on leadership as it affects workers job performance.

In addition, the result of the study is also expected to be useful to researchers as it is expected to add to existing literatures on the practice of appropriate leadership style(s) as it affects job performance in organizations. This will be useful in reviving public sector and academic libraries in particular to a good functional state. This will be done by the useful suggestions and recommendations that will arise from the results gotten from the study.

Literature Review

Types of leadership styles

Relationship between Leadership Styles on job performance

Leadership simply means influencing or directing a group of people to take collective action in a particular direction in order to achieve an organizational goal. While leadership styles are the patterns used in controlling or directing a group of people towards the achievement organizational goals and objectives. Leadership styles as a concept has been defined by many writers and different schools of thought. Akor, (2009) views Leadership styles as various behavioural patterns the leaders exercise in motivating and directing workers to perform their jobs satisfactorily in an organization. Scholl (2000) refers to leadership style as the pattern of behaviour use by a leader in attempting to influence group members and make decision regarding the mission strategy and operation of group activities. Clark (2000) perceived leadership style as the manner and approach of providing direction, implementing plans and motivating people.

Every organisation or institution is established with laid down objectives which are expected to be achieved and human beings are key to the achievement of these set goals and objectives. One can therefore assert that humans are highly indispensable in any organization. The level of efficiency of a leader can be measured by the value of output produced and the kind of leadership style being use by that leader. Hence Obiwuru et al. (2011) noted that leadership styles are predictors to leadership effectiveness whereby leadership style in an organization is one of the factors that play significant role in enhancing or retarding the interest and commitment of the individuals in the organization'. Melling and Little (2004) outlined and explained some styles of leadership such as autocratic, democratic and laissez-faire leadership styles, democratic leadership style, transactional leadership style, transformational leadership style and bureaucratic leadership style.

Transformational Leadership style and job performance

Transformational leader style entails that the leader as a person encourages and inspires (transform) followers towards the achievement of excellent results. The leader pay attention to the concern and developmental needs of individual followers; they change subordinates' perception on issues by helping them to develop a new outlook on existing problems and also they are able to arouse, excite and inspire followers to put out extra effort to achieve group goals. According to Warrilow (2012), transformational leadership is all about creating positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole. In the view of Conger (2002), transformational leadership goes beyond incentives for performance to develop and encourage workers intellectually and creatively, as well as to transform their own concerns into an essential part of the organization's mission.

Similarly Kirkan (2011) noted that transformational leadership is a leadership pattern used by leaders to change the current situation by identifying those who follow the organization's problems through inspiration, persuasion, and excitement to achieve a high level of clear vision for the purpose of recognizing common goals. Also, Boamah et al. (2017) believes that transformational leadership had a strong positive influence on workplace empowerment, which in turn increased workers' job satisfaction and decreased the frequency of adverse clientele outcomes. Ghadi et al. (2013) reports the findings of a study examining the relationship between transformational leadership and work engagement through the mediating role of meaning in work. The results of their study structural equation modelling reveal that the transformational leadership style influences followers' attributes of work engagement.

Transactional leadership style and job performance

Transactional leadership style on the other hand, gives employees or subordinates rewards or punishments for tasks carried out. The word 'transaction' as it implies means; rewards are given for actions taken; these rewards can either be positive or negative. In other words, when a productive action is taken resulting to meeting set goals, the individual is rewarded positively; but when an unproductive action is taken, the individual is accorded due punishments by the leaders. In a related view Petersen (2012) emphasized that, transactional leadership style is of the view that people are motivated by rewards and punishments.

The transactional leadership style facilitate creating, as well as sustaining the context in which organizational and individual capabilities are maximized as the employees are always able to achieve the substantial and insubstantial rewards. Burns, (2010) explains that transactional leadership style is more of "offer and receive" type of relationship at work, where exchange is a major form of interaction between superior and subordinate, such as monetary rewards for achieving set objectives. Subordinates' obedience relied not only on rational values and rules, but also on laid down agreements. Nikezie, Purie, and Purie (2012), asserts that transactional leader make clear and emphasis on goals and objectives, require responsibilities, performances, organisational rewards and outcome of laxities. Transactional leader countermand the personal interest of subordinates. Pounder (2002) believes that transactional style of leaders involves the transaction of fulfilment of needs from the employees and both sides of an organization. A study by Longe (2014) revealed that transactional leadership style has a positive impact on the organizational performance. However, according to the research conducted by Sofi and Devanadhen (2015), it was revealed that, transactional leadership was not found to have a direct impact on the performance of the organization.

Methodology

This study is a correlational study that made use of a questionnaire to collect data. A structured interview was also used to further elicit data. All ninety eight (98) librarians in all federal university libraries in South –South Nigeria were used for the study. The libraries investigated includes 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 97%.

Data Analysis

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

| Variables | R | R ² | Adjusted R Square | 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 between leadership styles and job performance of librarians in federal university libraries in South-South was 0.57. The result indicates that there exists a positive relationship between leadership styles and job performance of librarians in federal university libraries in South-South. The result also revealed that the coefficient of determination (R²) associated with the correlation coefficient of 0.57 was 0.33.

Hypothesis One

Regression analysis of relationship between leadership styles and job performance of librarians in federal university libraries in South-South

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 1229.441 | 6 | 204.907 | 7.141 | .000 ^a |
| | Residual | 2553.799 | 89 | 28.694 | | |
| | Total | 3783.240 | 95 | | | |

The result in the Table2 above shows that an F-ratio of 7.141 with associated exact probability value of 0.000 was obtained. This probability value of 0.000 was compared with 0.05 set as level of significance for testing the hypothesis and it was found to be significant since 0.000 is less than 0.05. Thus, the null hypothesis of no significant relationship was rejected. The researcher therefore, concludes that there is a significant relationship between leadership styles and job performance of librarians in federal university libraries in South-South.

Regression analysis of degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South

| Variables | R | R ² | Adjusted Square | R | Std. Error of the Estimate |
|-------------------------------------------------------|------|----------------|-----------------|---|----------------------------|
| Transformational Leadership Style and Job Performance | 0.71 | 0.50 | 0.44 | | 6.05 |

(R²) = Coefficient of Determination

The result in the Table3 above shows that degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South was 0.71. This means that there exists a high positive relationship between transformational leadership style and job performance of librarians in federal university libraries in South-South. The result also revealed that the coefficient of determination (R²) associated with the correlation coefficient of 0.71 was 0.50. This coefficient of determination (R²) indicates that 50% of variation in librarians' job performance is attributed to transformational leadership style.

Hypothesis Two

Regression analysis of degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|-------|-------------------|
| 1 | Regression | 340.722 | 1 | 340.722 | 9.304 | .003 ^a |
| | Residual | 3442.518 | 94 | 36.623 | | |
| | Total | 3783.240 | 95 | | | |

The result above shows that an F-ratio of 9.304 with associated exact probability value of 0.003 was obtained. This probability value of 0.003 was compared with 0.05 set as level of significance for testing the hypothesis and it was found to be significant. This was because 0.003 is less than 0.05. Thus, the null hypothesis of no significant degree of association was rejected. The researcher therefore, concludes that there is a significant degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South.

Regression analysis of effect of transactional leadership style on job performance of librarians in federal university libraries in South-South

| Variables | R | R ² | Adjusted Square | R | Std. Error of the Estimate |
|----------------------------------------------------|------|----------------|-----------------|---|----------------------------|
| Transactional Leadership Style and Job Performance | 0.45 | 0.20 | 0.19 | | 5.95 |

(R²) = Coefficient of Determination

The result in Table 4 above shows that the relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South was 0.45. The result indicates that there exists a moderate positive relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South. The result also revealed that the coefficient of determination (R²) associated with the correlation coefficient of 0.45 was 0.20. This coefficient of determination (R²) indicates that 20% of variation in librarians' job performance is attributed to

transactional leadership style. This is an indication that 80% of variation in librarians' job performance is attributed to other factors other than transactional leadership style employed.

Hypothesis Three

Regression analysis of degree of correlation between transactional leadership style and job performance of librarians in federal university libraries in South-South

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 458.522 | 1 | 458.522 | 12.964 | .001 ^a |
| | Residual | 3324.718 | 94 | 35.369 | | |
| | Total | 3783.240 | 95 | | | |

The result in Table 5 shows that an F-ratio of 12.964 with associated exact probability value of 0.001 was obtained. This probability value of 0.001 was compared with 0.05 set as level of significance for testing the hypothesis and it was found to be significant since 0.001 is less than 0.05. Thus, the null hypothesis of no significant relationship was rejected. The researcher therefore, concludes that there is a significant relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South.

Discussion

Relationship between leadership styles and job performance of librarians in federal university libraries in South-South

The findings of the study as it relates to research question 1 in the study, indicates that there is moderate a positive relationship among leadership styles and job performance of librarians in federal university libraries in South-South. The findings are in consonance with Obiwuru et al. (2011) who noted that leadership styles are predictors to leadership effectiveness whereby leadership style in an organization is one of the factors that play significant role either in enhancing or retarding the interest and commitment of workers in an

organization. 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. More so, the findings of the study is also in affirmation with Fatokun, Salaam and Ajegbomogun (2010) who stressed that employees in the library will make noticeable contributions to the attainment of corporate goals when the leader communicates with the staff regularly on personal and not just official issues.

Degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South

The findings of this study revealed that there exists a high positive relationship between transformational leadership style and job performance of librarians in federal university libraries in South-South. The findings agree with that of Boamah et al. (2017), in their study discovered that transformational leadership had a strong positive influence on workplace empowerment, which in turn increased workers' job satisfaction and decreased the frequency of dissatisfaction from clientele. The reason may be because according to Warrilow (2012), transformational leadership style creates positive change in the followers whereby they take care of each other's interests and act in the interests of the group as a whole. The findings also agrees with Ghadi et al. (2013), who reports the findings of a study examining the relationship between transformational leadership and work engagement through the mediating role of meaning in work. The results of their study reveal that the transformational leadership style influences followers' quality of work commitment.

The findings from the interview also correspond with the result of the study. In one of the library visited by the researcher, some librarians complained that the leadership style of the present administration has caused the level of commitment of staff to be drastically reduced compared to last administration, where the University Librarian comes to the office

by 7.30 am and then that forced staff to be very punctual at work. This means the University Librarian was setting himself as an example to transform the library.

The null hypothesis matching the research question, stating that there is no significant degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South was rejected. This result therefore implies that there is a significant degree of association between transformational leadership style and job performance of librarians in federal university libraries in South-South.

Degree of correlation between transactional leadership style and job performance of librarians in federal university libraries in South-South

The findings of this study revealed that there is a moderate positive relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South. The result is consistent with the study by Longe (2014) which revealed that transactional leadership style has a positive impact on the organizational performance, because employees are always able to achieve the substantial and insubstantial rewards. Also the result of the study also agrees with Pounder (2002) who believes that transactional style of leaders involves the transaction of fulfilment of needs from the employees and both sides of an organization. Similar to the result of the study, Sofi and Devanadhen (2015), in their study revealed that, transactional leadership was not found to have a direct impact on the performance of the organization. This leadership style does not support creativity and innovation among the workforce and hence, the workers do not perform in line with the prospect of the organization.

The null hypotheses relating to the research question which states that, there is no significant relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South was rejected. The researcher

therefore, concludes that there is a significant relationship between transactional leadership style and job performance of librarians in federal university libraries in South-South.

Conclusion and Recommendations

There are various types of leadership styles, but this study was limited to just two, which are transformational and transactional leadership styles. It was discovered that leadership styles are key to the job performance of staff in any organization, of which university libraries in South-South, Nigeria are not excluded. The study reveals that job performance of personnel can be affected positively or negatively by the type of leadership style employed by the leader. This explains why leaders should have adequate knowledge of a particular leadership style before attempting its use. Wrong use of leadership styles can adversely affect the success of an organization in meeting up with expected service delivery.

Based on the findings of the study, it is recommended that the use of transformational leadership style be encouraged as it leads to increase job performance of staff. Also from the study, it is recommended that transactional leadership style be used with the discretion of the leader as it has a minimal positive result of yielding expected result of optimal job performance.

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