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Perceived Democratic Leadership Style of University Librarians and Library Staff Work Attitude

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Attitude

Abstract

Background: The study investigated perceived democratic leadership style of university (Chief) librarians and staff work attitude in university libraries in South-East, Nigeria.
Objectives: To seek library staff opinion regarding Chief librarian's use of democratic leadership style and work attitude of staff.
Methods: The study was a descriptive survey design. The population of the study consisted of 274. The population was small, so no sample was used. Questionnaire was the instrument for data collection. Frequency count and mean statistic were used to analyze the data.
Results: The study concluded that the library staff studied had a positive perception of their university librarians' use of democratic leadership style and as a result exhibited positive work attitude; and the Library staff in the area of study prefer job satisfaction to organizational commitment and job involvement.
Conclusion: It was recommended that the cordial relationship that is existing between University Librarians and their staff should be sustained.
Keywords: Democratic leadership style, Work Attitude, University Libraries, South-East, Nigeria

Introduction

There is now an increasing awareness of the importance of modern leadership techniques and the positive relationship between organizational patterns and style of management. Before now, writes Adeyemi (2011) and Ifidon (2006), the traditional style dominated the African scene and the common denominator between the traditional and modern styles of management is staff participation. Ifidon stated further that in many African traditional scenes, autocratic structure is being replaced by participatory leadership where there is a close co-operation between the leadership and his staff in the setting up and pursuit of job related objectives. The group works together as a team on problems of mutual concern, sharing ideas and information.

Olatunde (2010, p.8) in developing and sustaining team building spirit asserted that the first step is 'involve all those who are part of the problem or part of the solution'. Implementing this rule has been shown to produce better diagnoses and better solutions. This rule promotes an expanded participation method of problem solving. The second is 'have decisions made by those who are closest to the problematic situation'. This rule pushes decision making lower in the organization, treat those closest to the problem as the relevant experts and gives more power to more people.

This system tends to produce staff members who have good work attitude, who can increase productivity and are more flexible and more adaptable to change, arising from being satisfied with their jobs (Akor, 2010; Peretemode & Peretemode, 2008).

Democratic leadership style emphasizes group and leader participation in formulation of policies that serves as guidelines for organizational operations. The leader derives power and authority from his followers. According to Hernon (2007), it is time consuming on the short-run but better on the long-run for the library because it promotes group productivity and staff shaped by this style are more mature, objective and less aggressive. Group cohesiveness may best be achieved

in university libraries if the university librarians and their staffs become cognizant of the need patterns of one another. This symbiotic relationship acting as a cohesive agent could foster a spirit of mutual understanding, tolerance and co-operation.

It is a type of leadership style in which members of the group take a more participative role in the decision-making process. Hernon and Rositer (2007) reported that democratic leadership environment causes staff to be more creative and innovative as a result increases productivity. Allowing staff to contribute in decision making makes them to feel at home and the consequence is higher productivity and positive work attitude. Research on leadership styles has also shown that democratic leadership leads to higher productivity among group members and this is as a result of exhibiting positive work attitude. Some of the primary characteristics of democratic leadership opined Eze (2011), includes staff are encouraged to share ideas and opinions, even though the leader retains the final say over decisions; staff feel more engaged in the process; and creativity is encouraged. Due to the fact that staff are encouraged to share their thoughts, democratic leadership seem better in providing ideas and more creative solutions to problems. Staff also feels more involved and committed to projects, making them more likely to care about the end results.

Though democratic leadership is often acclaimed as the best type of leadership style, it has some limitations (Olatunde, 2010). These limitations for example, may include when roles are not defined and timelines are needed and when staff are inexperienced, their input may not necessarily be needed. Democratic leadership may lead to abandonment of projects. Democratic leadership works best in situations where staff are skilled and eager to share their knowledge. It is also necessary that adequate time be allowed to enable staff contribute in the development of

an action plan and eventually vote on issues before implementation. It encourages staff to be a part of the decision making.

Literature Review

The democratic leader keeps his or her staff informed about everything that affects their work and shares decision making and problem solving responsibilities. Maqsood and Bilal (2013) noted that the leader is the coach who dictates the tune but inputs from the staff are not ignored in decision making. It is a style that is characterized with higher productivity and this high output is sustained for a long period. This is because many staff likes the trust they receive and respond with cooperation, team spirit, and high morale in a democratic environment. According to Hernon and Rositer (2007), the democratic leader develops a plan of action for staff and allows them to assess their activities as against set goals. Staff are assisted to grow to the limit of their career. Achievement are also recognized and encouraged.

Democratic leadership style like other styles has some disadvantages. It may be most successful when used with highly skilled or experienced staff or when implementing operational changes or resolving individual or group problems. Leadership Styles (2015) highlighted the following as conditions under which democratic leadership style could be used or not to be used. It could be most effective when the leader wants to keep staff informed about matters that affect them and the leader wants staff to share in decision-making and problem-solving duties. Also, it could be effective when the leader wants to provide opportunity for staff to develop a high sense of personal growth, job satisfaction and to encourage team building and participation. Democratic leadership should not be used when there is not enough time to get everyone's input; it's easier and more cost-effective for the manager to make the decision and the business can't afford mistakes (Chiyem & Adeogun, 2016). Democratic leaders demonstrate the elixir of human

understanding. If applied with integrity, democratic leadership could reform organizations. Leaders using this style create an environment where staff are empowered to fulfill their highest needs and becomes member of a productive community.

Democratic leaders are servants to staff and guide them in creating and embracing a vision for the organization. They inspire and bring forth top performance and create a belief system of integrity, a cause beyond oneself, diversity of thought, and inclusiveness for all races and gender (Hoyle, 2012). Subsumed in this style according to Hoyle are moral leadership, leading with love, and spiritual leadership. Moral leadership is based on dignity and respect for the rights of others to self-determination within moral bounds of the organization. Rather than an arbitrary set of rules to follow, moral leadership is a covenant to do the right things for others and live that covenant in all human interactions. Also linked to democratic leadership is leading with love. This leadership style reaches beyond leading with heart, soul, and morality and moves on to the concept of love in an attempt to bring to the fore the lesson of history's great leaders.

Democratic leadership is more associated with positive emotions experienced by staff, whereas autocratic leadership is more associated with negative emotions. Democratic leaders inspire and motivate staff by clearly articulating a promising and compelling vision for the future. Men (2010) articulated that democratic leaders provides support to staff, encourage staff to learn and develop, and build good relationships with staff, which then nurture staff favorable perception of the organization. Autocratic leadership offers rewards (or threatens punishments) for the performance of desired behaviors and exerts more control. This type of leadership results in compliance and can be effective in some circumstances, but is less likely to generate trust and commitment to work (Northhouse, 2015) and positive evaluation of the organization.

A democratic leadership style is defined by a leader who involves staff in decision-making and management. The leader encourages associates to participate in setting goals, determining processes, providing ideas and suggestions for solving necessary problems, as well as indulge in decision-making process. This type of leader does not give detailed instructions, or does he control staff but gives them the freedom to plan their work activities and is often characterized as encouraging and practicing participative decision-making and teamwork. Men (2010) emphasized that autocratic leadership can be explained through the saying that the leader achieves the organization's objectives through people, and that the democratic leader achieves goals with people. Little wonder that International Institute for Applied Knowledge Management (2013) acknowledged that this type of leadership emphasizes the leader's role in encouraging staff to achieve organization goals.

This style involves the leader including one or more staff in the decision making process and determining what to do and how to do it. However, the leader maintains the final decision making authority. Using this style is not a sign of weakness; rather it is a sign of strength that your staff will respect (Clark, 2015). This is normally used when you have part of the information, and your staff have other parts. Note that a leader is not expected to know everything - this is why you employ knowledgeable and skillful staff. Using this style is of mutual benefit - it allows them to become part of the team and allows you to make better decisions. The democratic leader involves team members in planning and decision-making, often through a formal information gathering and/or voting process. At best argued Leadership for Communities (2015), the democratic leader encourages ideas and input from all team members and motivates teams toward success and at worst, the democratic leader can leave out input from less aggressive team members and override feedback from members once a decision is made.

Democratic leadership encourages team spirit. Problems are brainstormed by the leader and his staff and inputs gathered with which final decision is taken.

In Lewin's study, children in democratic group were less productive than the members of the authoritarian group, but their contributions were of a much higher quality (Cherry, 2015). Democratic leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated and creative.

Hoyle (2012) opined that democratic leaders strive to move away from the authoritarian boss-led mode of leadership to the human side of the enterprise espoused in the 1930s by Mary Parker Follett, Elton Mayo, Frederick Roethlisberger, and others. They found that productivity and human relationships were closely linked, and opened inquiry into informal structures and social systems. Follett's vision guided her to challenge the grip of scientific management on early twentieth-century industry. She believed managers should treat workers with dignity and change the workplace from strict authoritarian control over workers to a more collegial team concept. Another researcher, Chester I. Barnard in 1938 viewed successful organizations as humans working together to reach goals rather than impersonal structures to force productivity (Long, 2008). These pioneer writers who believed in democratic leadership see organizations as a social system where the social needs is paramount if there is to be increase in productivity. Also, Douglas McGregor and other like minds encouraged staff participation in decision making in organizations.

These pioneer writers ideas did encourage decision making in organizations. Hoyle (2012) further argued that without a site based approach to problem solving, organizations become tightly controlled by rules and policies that are not conducive to effective teamwork.

Kai (2013) pointed out that when the communication pattern is top to bottom and ruled by the chain of command, teams become guided missiles for management. These missiles are told when to fire, how to fly, and where to strike. If the team missiles hit the wrong target, management blames the teams for the failures. Democratic leadership, however, leads to delegation and communication about goals, processes of goal accomplishment, respect for diversity in team members, and a collective effort to seek quality in each task and final product. This collaborative process brings a family atmosphere to the workplace and creates respect for the contributions by each member.

By encouraging positive social interactions among staff, Adeyemi (2011) and Val and Kemp (2015) opined that the leader encourages positive work attitude. Providing opportunities for staff from different work areas or section to interact both socially and professionally can help improve work attitudes. Democratic leadership treats staff fairly and this produces many positive outcomes, but evidence suggests opined Caza, Caza and Lind (2011) that leaders' efforts to be fair are often unsuccessful because they emphasize the wrong aspects of justice. They tend to emphasize distributive justice, though staff may be most concerned with procedural and interactional justice. Democratic leadership style encourages division of labour and freedom of members to mix freely for the cross-fertilization of ideas which are all important for the success of the whole organization.

Work Attitude

A suitable work attitude is seen to be displayed when staff are happy in their workplaces, enjoys supporting coworkers and are serious in the course of doing their work (Judge & Kammeyer-Mueller, 2012). Providing and sustaining good work attitude in the workplace increases confidence, skill enhancement and in the long run, better services.

Due to the fact that work attitude are many-sided, employees, of course, do not have only one aspect of it. The three general work attitudes are discussed in this work. Chiyem and Bojeghre (2016) opined that in terms of general composition, work attitudes comprised of job satisfaction, job involvement and organizational commitment.

Job satisfaction is the amount of overall positive feeling that individuals have toward their jobs. Younes (2012) asserted that job satisfaction is time and again described as a solo idea, and that it is either you are pleased with the job, or otherwise. To Younes, it is better to consider the concept as a set of associated work attitudes that can be separated into many job categories. For instance the Job Descriptive Index (JDI) measures job satisfaction using five definite categories of an individual's work. Satisfied employees will always want to be in their workplaces and contribute handsomely to organizational progress and as well stay with the institution no matter what. However, employees who are dissatisfied with their work may persistently be searching for another job seems to be more absent over and over again. Differing with respect to what a number of leaders supposed, noted Nart and Batur (2014) and Sussanty, Miradipta and Jie (2013), towering levels of job satisfaction don't essentially point to greater levels of work attitude. Job satisfaction, which is a positive appraisal of mood, seems to come about, as soon as the work is in line with the individual's needs as well as ideals.

Organizational commitment is an additional category of work attitude. Organizational commitment is the degree of involvement and association with an organization. A staff with a high level of organizational commitment is a true member of the institution, because most times such employee are observed referring to the institution with expressions like 'we give high-quality services' (Younes, 2012). Most often too, minor sources of dissatisfaction with the institution are overlooked and turnover is an alien word to such employee. The reverse is the

case if the employee's extent of commitment is low. According to Ahmad, Ahmad and DanSyah, (2010) in establishments that take the welfare of employees serious, employees feel more committed and reciprocate with positive work attitude. For that reason, noted Uygur and Kilic (2009) organizational commitment involves recognition of institutional objectives by employees plus an ardent faith in the aims, and this leads to eagerness to carry out substantial hard work on behalf of the institution. In addition, Chungtai (2008) acknowledged that organizational commitment and job involvement are to some extent similar in that they, equally has to do with an employee's recognition and alignment with the work state of affairs.

Furthermore, job involvement describes a situation wherein staff go beyond expectations associated with job circumstances due to the fact that they don't see their job as just something to do for a livelihood (Olusegun, 2012). As a consequence, motivation is in-built and staff develops understanding on how to carry out their job better. In addition, an individual with a lot of job involvement characteristics will derive in-built satisfaction from the job itself together with learning more how to do the job successfully. Due to this fact, they are often very punctual and willing to work for hours without complaining. Job involved employees are seen as great performers and for the most part exhibit more explicit attitudes like job satisfaction and some features of organizational commitment.

Right Management (2012) observed that individuals cluster around other individuals, who because of their actions make them to be in high spirits. Staff with right attitude to work appears to be more creative due to the fact that they, all the time are very good in spotting out opportunity in any challenging situation. Right Management (2012) further noted some of the gains of good work attitude. They are, because you are better able to withstand demanding situations at work, your mental and academic health will be enhanced; you will have the talent to

encourage self and your other colleagues; other colleagues in the workplace will emulate your work attitude because you are a good example, and noticed as a leader and will be given more exceptional tasks to work on in the midst of other responsibilities.

It has been observed by researchers that employees who are satisfied with and committed to their jobs, recognizes the establishment's values and the quality of the service they render is usually very high (Younes 2012). Research also shows that diminishing manager's support at entering the organization was connected with reduced job satisfaction (Jokisaari & Nurmi (2009).

Edwards and Cable (2009) indicated that research reports that positive relationship between staff and organizational standards is linked to encouraging work attitudes. Studies have also associated information regarding organizational features as predictors of work attitude in the workplace. In support of the above, Judge and Kammeyer-Mueller (2012) established that when organizational changes are favourable, the level as well as the value of the changes jointly predict employee dedication to work. Again, a study showed that good reports relating to staff behaviour was linked to job satisfaction and organizational commitment (Takeuchi, Chen, & Lepak, 2009). Furthermore, another research by Mayer, Nishii, Schneider and Goldstein (2007) reported that the link involving individual's view of organizational justice with work attitudes was aligned to group-level fairness situation. The studies above suggest that the state of affairs in an organization can be used to predict employee work attitudes.

Method

The study employed descriptive survey design. The population of the study was made up of 274 library staff on Consolidated University Salary Scale 6 and above. No sample was used as a

result of the fact that the population was small. However, after questionnaire administration and retrieval, 243 of them were used for the study. A researcher structured questionnaire was the instrument for data collection. Frequency count, percentage and mean statistic were used to analyze the data.

Research Questions

The following are the research questions:

1. What is your opinion regarding your university librarian's use of democratic leadership style?
2. What is the work attitude of staff in the university libraries?
3. Which of the wok attitudes do you prefer?

Data Presentation and Analysis

Table 1: Population Distribution by Institutions

S/N	Institutions	Population	No. Retrieved
1.	Nnamdi Azikiwe Library, University of Nigeria Nsukka.	103	96
2.	Federal University of Technology Library, Owerri.	98	81
3.	Prof. Festus Aghagbo Nwako Library, Nnamdi Azikiwe University, Awka.	33	30
4.	Michael Okpara University of Agriculture Library, Umudike.	29	27

5.	Federal University Library, Ndufu- Alike, Ikwo.	**9**	**9**
	Total Population	**274**	**243**

Table 1 shows that out of the five federal universities studied Nnamdi Azikiwe University, Nsukka had the highest number of respondents (103) but 96 of the questionnaires were retrieved. This was followed by Federal University of Technology library, Owerri 98 (but 81 of the questionnaires were retrieved). The least in the table was Federal University library, Ndufu-Alike, Ikwo. The university library had 9 respondents and all the questionnaires were retrieved and found usable. In all, out of the 274 questionnaires administered 243 of them were retrieved and used for the study. This represents 86.7% showing that the return rate was high.

Research Question One

What is your opinion regarding your university librarian's use of democratic leadership style?

Data in Table 2 were used to answer research question one.

Table 2: Perceived Leadership Styles of University Librarians

S/N	ITEMS	Total	Mean	Ranks	Decision
	My University Librarian				
1.	Accepts new ideas and changes from library staff.	243	2.77	6th	Accepted
2.	Assists staff to set goals and means of achieving them.	243	2.92	3rd	Accepted
3.	Delegate duties to library staff.	243	2.74	9th	Accepted
4.	Encourages innovative thinking in the library.	243	2.93	2nd	Accepted
5.	Is always in touch with his staff.	243	2.91	4th	Accepted
6.	Make library staff work easy.	243	2.84	5th	Accepted
7.	Allows library staff participation in decision	243	2.98	1st	Accepted

	making.				
8.	Permit library staff to set their own pace while performing their duties.	243	2.76	7th	Accepted
9.	Inspires library staff.	243	2.76	8th	Accepted
10.	Don't allow staff a high degree of initiative while performing their library duties.	243	2.48	10th	Not Accepted
	Grand Mean		**2.81**		

Table 2 shows that 'the university librarians allow library staff participation in decision making' was ranked as the item with the highest mean, 2.98, followed by 'encourages innovative thinking in the library, 2.93'. Also, the table revealed that my university librarian 'assist staff to set goals and means of achieving them, 2.92' and 'is always in touch with his staff, 2.91'. Furthermore, the table shows that my university librarian 'don't allow staff a high degree of initiative while performing their library duties, 2.48' was the least score, and not accepted.

The study concluded that with 2.50 as the cutoff mean point and grand mean (2.81), library staff had a positive perception of their university librarians' use of democratic leadership style.

Research Question Two

What is the work attitude of staff in the university libraries?

Data in Table 3 were used to answer research question two.

Table 3: Work Attitude of Library Staff

S/N	ITEMS	Total	Mean	Rank	Decision
					Accepted
1.	I dislike my work as a library staff.	243	2.82	7th	Accepted
2.	My library is a great place to work.	243	3.01	4th	Accepted
3.	Morale in this library is low.	243	2.29	10th	Not Accepted
4.	I spend most of my time working in the library.	243	3.03	3rd	Accepted
5.	I joyfully accept and discharge any responsibility assigned to me.	243	2.97	6th	Accepted
6.	I make more effort in my work than is expected.	243	2.81	8th	Accepted
7.	I spend most of my time chatting with my friends during work hours.	243	2.99	5th	Accepted
8.	I hate working under pressure.	243	2.47	9th	Not Accepted
9.	I do my work under strict supervision.	243	3.12	1st	Accepted
10.	My library's policies are good.	243	3.07	2nd	Accepted

Table 3 shows the following, 'I do my work under strict supervision, 3.12' as the highest mean score, followed by 'My library's policies are good, 3.07' and 'I spend most of my time working in the library, 3.03'. Also, 'My library is a great place to work' and 'I spend most of my time chatting with my friends during work hours' had 3.01and 2.99 mean scores respectively. Furthermore, the table indicated that 'I hate working under pressure' and 'Morale in this library is low' had 2.47 and 2.29 respectively, and were not accepted.

With 2.50 as mean cutoff point and grand mean 2.86, the study concluded that the university library staff studied had a positive work attitude.

Research Question Three

Which of the work attitudes do you prefer?

Data in Table 4 were used to answer research question three.

Table 4: Preferred Work Attitude

S/N	Forms of Work Attitude	Number of Respondents	%
1.	Organizational commitment: The extent to which a staff is committed to the library.	60	24.7
2.	Job satisfaction: The extent to which a staff is happy while doing his work or the extent to which your job is made interesting.	145	59.7
3.	Job involvement: This is the extent to which a staff is cognitively and neck deep in his work.	38	15.6
	Total	**243**	**100**

Table 4 revealed that the highest score recorded was for job satisfaction, 145(59.7%) respondents. This was followed by organizational commitment, 60(24.7%) and job involvement 38(15.6%). It was concluded that library staff in the area of study were more job satisfied.

Discussion of Findings

The library staff studied had a positive perception of their university librarians' use of democratic leadership style. This study corroborates Akor (2010) when the researcher reported that the librarians in his study were democratic. This could be as a result of the fact that the university librarians were leading with love. Leading with love revisits ideas that guide human kindness, social justice, and servant leadership and rediscovers ways to replace anger, mistrust, and hatred with love (Hoyle, 2012). This type of love is unselfish, loyal, and exhibit benevolent concern for the good of another. The most powerful leaders in history are remembered not for

their positions, wealth, and number of publications or position but for their unconditional love for others. According Ogunola, Kaleijaye and Abrifor (2013), democratic leaders are charismatic, so they motivate staff and appeal to their ideals and moral values by creating and representing an inspiring vision. This form of leadership involves the creation of an emotional attachment between leaders and staff. Democratic leaders take a real interest in the well-being of their staff. As described by Jin (2010), democratic leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation. It fosters a climate of trust, nurtures staff confidence, and encourages their individual development as well as elements of participative decision making and sharing of power (Paracha,Qamar, Mirza, Hassan & Waqas, 2012).

Also, the university library staff studied had a positive work attitude. This finding could be due to the fact that their university librarians were more democratic in the running of the affairs of the libraries. This study is in agreement with Susanty, Miradipta, Rizqi, Jie and Ferry (2013). They noted in their study that the respondents were positive in their work attitude. We should be mindful of the fact that an attitude reflects on what one feels about a particular object or thing. That is why work attitude was described as the feeling or opinion, the belief and behavioural tendencies of a staff towards his job. Val and Kemp (2015) defined work attitude as the affective and evaluative reactions and the extent to which a staff identifies and are involved in their work. A person who shows a certain attitude towards something may be reacting to his conception of that thing rather than to its actual state and this is the reason the attitudes people hold could influence the way they act in personal and larger situations, which may be positive or negative. The staff beliefs and motives are carried into their work activities and these may in turn affect productivity. Good leadership and good work environment could contribute to the formulation of

a positive attitude, while poor leadership and lack of essential facilities could also lead to the development of a negative work attitude. Chiyem and Bojeghre (2016) noted firstly that managerial attempt to improve on any of these three key work attitudes is likely to positively affect the other two other attitudes. Secondly, managers can increase staff work attitude by providing good work environment that fuels intrinsic stimulus.

Furthermore, library staff in the area of study prefers job satisfaction to organizational commitment and job involvement. The present study supports Ahmad, Ahmad and DanSyah (2010) in their study of relationship between job satisfaction, job performance, attitude towards work and organizational commitment. This finding may be due to the fact that the elements that make up job satisfaction are salary or pay raise, other benefits and coworker relationships. The finding could be tied to the idea that job satisfaction is an important arm of work attitude and no matter the profession you belong, satisfaction at work matters most. It has been observed by researchers that employees who are satisfied with and committed to their jobs, recognizes the establishment's values and the quality of the service they render is usually very high (Younes 2012). Research also shows that diminishing manager's support at entering the organization was connected with reduced job satisfaction (Jokisaari & Nurmi (2009). On some of the elements that make for job satisfaction, one study established that pay satisfaction as a result of merit raise was a good deal greater for workers when compared to those who got normal pay raise (Schaubroecket, Shaw, Duffy & Mitra, 2008). Consequently, employees who are expectantly waiting for salary raise could be more pleased when they are paid. That is why, Harris, Anseel, and Lievens (2008) acknowledged that pay satisfaction is for the most part based on the person you are comparing yourself with. The researchers noted further that individuals who weigh their pay against those who earn more than themselves are less satisfied than those who compare their

pay to persons that make a little above themselves. According to New Charter University (2012), there is no clear demarcation between job satisfaction and organizational commitment because most times, those elements that makes us job satisfied also makes us job committed.

Conclusions

The democratic leadership style is characterized by two way channels of communication, including the exchange of feedback with staff, as well as the delegation of work and authority. The democratic leaders are those who took a very relaxed yet in-control approach to leading staff. They often consult staff when approaching an issue and consider their suggestions.

The researcher therefore concluded that the library staff studied had a positive perception of their university librarians' use of democratic leadership style and reciprocated by exhibiting positive work attitude. The Library employees in the area of study preferred job satisfaction to organizational commitment and job involvement.

Recommendations

In view of the findings, the following recommendations were made:

1. It was recommended that the cordial relationship that exists between University Librarians and their staff should be sustained.
2. Library staff should not take for granted the opportunity given them by their librarians through including them in the management of the libraries.

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