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George Tesilimi Banji PhD

University of Health and Allied Sciences, Ho; University of South Africa, Pretoria, gbanji@uhas.edu.gh

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# **Assessment of Employees' Perception on Leadership and Information Services: A study of the Sam Jonah Library (University of Cape Coast) in Ghana**

**George Tesilimi Banji (PhD)**

*1. University Library*

*University of Health and Allied Sciences*

*PMB 31. Ho, Ghana*

*Email: [gbanji@uhas.edu.gh](mailto:gbanji@uhas.edu.gh)*

*2. Department of Information Science*

*University of South Africa, Pretoria*

## **Abstract**

*The perception of employees on their leader could affect their behaviour and work culture. This paper assessed employees' perception on leadership and information services of the Sam Jonah library (University of Cape Coast) in Ghana. The rationale of the paper was to find out how the leader (director) influenced the behaviour of the employees as well as the library's culture in providing information services. The study adopted the positivism paradigm and employed the survey research design. A set of questionnaires was used to collect data from 140 respondents drawn from various sections of the library. Interviews and observations were also used to triangulate the data collected. Similarly, the purposive sampling technique was used to select participants for the interview whereas the simple random technique was also used to select respondents in the senior and junior staff categories. A sample size of 146 comprising of 6 senior members, 38 senior staff and 102 junior staff out of 230 employees were selected for the study.*

*The study discovered that management never encouraged equal treatment among employees of the library. Also, the management did not involve the employees in the decision-making processes of the library and these made the employees have a negative perception about the existing leadership style and that affected the information service delivery of the library. The study recommended that in order to make employees committed to the library and information services, management and leaders of the Sam Jonah library must encourage equal treatment among their employees.*

**KEY TERMS:** Leadership; Employees; Perception; Library; Sam Jonah; University of Cape Coast; Ghana.

## **Introduction**

A leader is a person who manages an organisation or a subsystem of that organisation, in terms of giving clear directions and guidance to the subordinates for greater organisational efficiency and effectiveness (Panneerselvam and Sivasankaran 2014). A leader should have integrated thinking, planning and concern for all in the organisation and must be willing to accept the ideas of others in the organisation for better results. This means that leadership plays a critical role in the management of an organisation and most importantly in influencing the commitment of employees in responding to their mandates and the developmental aspirations of the organisation (Mullins 2016).

Effective leadership involves thoughtful attention to people's needs, good communication among employees, tolerance of diverse views, good interpersonal relationship among employees and encouraging employee commitment (Yukl 2013) . Additionally, Yukl (2013) indicated that this commitment comes when employees believe that working for the organisation will somehow meet their needs.

According to DeRue, Sitkin, and Podolny (2010) effective leadership can make a positive difference in the lives of people, the functioning of groups, and the success of organisations. Effective leadership has been shown to enhance employees' satisfaction with their jobs, motivation at work, and commitment to task performance. With this, leadership could be considered as the thread that holds organisations together. According to Iwu-James (2011), librarians "have major roles to play in achieving the objectives of libraries" and commitment of employees is very important for the objectives of any library to be achieved. For that matter, Le (2015) noted that leadership in libraries can no longer be pushed aside and ignored as it must be brought to the centre stage and treated with all level of seriousness. However, one wonders how much library directors as well as leaders influenced the perception of their subordinates. This paper therefore assesses the perception of employees on the leadership of the Sam Jonah (University of Cape Coast) library in Ghana. The purpose was to find out how

the leader (director) has influenced the behaviour of employees in providing information services.

Effective leaders are vital assets for organisations as they can offer a competitive advantage (Chughtai 2016). For an organisation to be successful, the organisational performance of the leader must have the ability to promote creativity, innovation and stimulate the subordinates to challenge their own value systems and improve their individual performance (Bass and Riggio 2006, Drucker 2007). Subsequently, leadership has also become the optimal answer to the many library and information service challenges. Despite the importance of leadership on an organisation, the Sam Jonah library has been faced with various challenges ranging from lack of commitment by employees and willingness of the employees to leave for another department, as a result of the inadequate recognition for the employees. This may be attributed to the type of leadership that has been operational in this library over the years.

A few years ago, there have been series of disagreements between management and employees over the discrepancies in the payment of their overtime allowances which resulted to the closure of the library for some weeks by the staff as a means of demonstrating to back their demand for this situation to be normalised (UCC Vice Chancellor's Annual Report 2014). The question therefore is how has the leadership been able to influenced the perception of employees in order to win back their commitment in the performance of their duties, in the midst of these disagreements. In an attempt to address this challenge, this paper focuses on assessing the perception of employees on the leadership of the library. The purpose was to find out how the leader (director) has influenced the behaviour of employees in providing information services.

## **Literature review**

### *Definitions of Leadership*

According to Grint et al. (2016), the primary purpose of leadership is to produce change and movement. Some researchers have suggested that leaders motivate and help their employees to be competitive by using effective leadership styles (Bass and Riggio 2006, Luftman et al. 2004). Therefore, the leader's use of effective leadership styles is to promote standards of excellence in the professional development of the members of the organisation (LaRue, Childs, and Larson 2006).

According to Mullins (2016) , there are many ways of looking at or interpreting leadership. It can be seen as the ability to influence the activity or behaviour of people (Manning and Curtis 2009). Additionally, it can be interpreted in simple terms, such as ‘getting others to follow’ or ‘getting people to do things willingly’, or interpreted more specifically, for example as ‘the use of authority in decision-making’. It may be exercised as an attribute of position or because of personal knowledge or wisdom. Leadership might be based on a function of personality or it can be seen as a behavioural category. It may also be viewed in terms of the role of the leaders and their ability to achieve effective performance from others (Mullins 2016).

According to Sila and Ebrahimpour (2005), leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, the organisation records increased employee satisfaction that positively affects the productivity and profits of the organisation. Manning and Curts (2009) buttressed it by indicating that in dealing with leadership, the following two questions are noteworthy:

- a. Have you ever been a victim of someone who exhibited poor leadership?
- b. How do you feel about the good leaders you have known?

A person who has experienced both types of leaders may recognise the importance of leadership. An effective leadership can make a positive difference in the lives of people, the functioning of groups, and the success of the organisation (DeRue, Sitkin, and Podolny 2010). According to DeRue, Sitkin, and Podolny (2010), an effective leadership has been shown to enhance employees’ satisfaction with their jobs, motivation at work, and task performance. In short, leadership is the ability to influence the activities or behaviour of people (Manning & Curts, 2009).

### **Employees’ perception on leadership and information services**

There are a number of factors which contribute to workers being committed or motivated at the workplace. Similarly, there are a lot of factors that formed the basis for the perceptions that employees formed about their leader. Chandrasekar (2011) postulated that “it is the quality of employee’s workplace environment that most impacts on their level of commitment and subsequent performance.” He went on to state that besides environmental, other factors include goal setting, performance feedback, role congruity, defined processes, workplace incentives, supervisor support, mentoring/coaching, opportunity to apply job aids, and physical factors help in enhancing employee commitment and perception. These factors need to be taken into

consideration especially by library directors if they want their staff to formed good perception about them and be committed to the library.

According to Chandrasekar (2011), when workers are involved in goal setting of their organisation, they develop a sense of commitment and belonging hence their work output is likely to increase. Performance feedback at the workplace is also important because it enhances transparency and regulates performance. According to Chandrasekar (2011), performance feedback consists of both positive feedbacks on what the employee is doing right as well as feedback on what requires improvement.” Employee’s roles in the organisation are very important and have to be in line with the duties they were employed for, as opposed to doing different job tasks for this can be a source of dissatisfaction. In addition, factors like defined processes, workplace incentives as well as supervisor support can also form a source of worker commitment and motivation if handled properly. He postulated that failure to do so will be likened to denying workers the much-needed job aids, thus leading to lowering employee work morale.

Armstrong (2006) also stressed that the greatest single asset for any organisation are the people. This is why employees should be looked after well if they have to contribute positively to the success of the organisation. He stated that the question of what motivates workers to perform effectively is not an easy one to answer. He said this was so because the researchers involved have to make assumptions about the motives for behaviour that they record or observe. This shows that there is always an element of subjectivism in the way people perceive what motivates employees to work hard, in other words, be committed.

Furthermore, Armstrong (2006) argued that “the organisation as a whole can provide the context within which high levels of motivation can be achieved by providing incentives and rewards, satisfying work, and opportunities for learning and growth.” In addition, he revealed that the key feature of motivation and commitment was that they determined the extent to which an individual desired to place his or her knowledge and skills at the disposal of others and more than that to shrug off the effects of obstacles and difficulties in so doing. Phillips (1994) studied the career attitudes of 109 master level librarians and relationship between age, career satisfaction and career identity. The study results showed that over time librarians become happier with their profession and more committed to their line of work.

Abifarin (1997) investigated levels of motivation among librarians and para-professional staff in Nigerian university libraries. The study used a sample of 300 respondents and questionnaire

to collect the required data. The survey examined the following areas of motivating library staff: training opportunities, frequency of deployment, sabbatical leave, promotion, work environment, communication and style of management. The study showed that out of the six major variables examined, librarians were generally more satisfied with training opportunities. It was argued that if university libraries were to be very effective in delivery of services to their clients, it is important that the library managers applied good management skills in order to motivate their staff in various ways.

Abifarin (1997) further stated that university librarians have crucial role in motivating staff and should remember that staff is the most important resource which can lead to attainment of the organisational goals. He argued that a university librarian who takes much interest in the affairs of his employees and honestly thank them for accomplishing their job tasks and gives them support would most likely gain success. He also recommended that modern accessories be provided in the staff's offices in order to create a favourable working environment and staff sabbatical leave should be made automatic. Management style as well as communication between library managers and staff should be improved. Where possible, library managers should consult staff on certain policy issues before major decisions are made. This would go a very long way to create a sense of belonging and commitment to the organisation.

Mullins (2016) concludes that a high level of employee commitment implies willingness to work for the organisation's benefit: but that its continuation depends on the reciprocal commitment by the organisation to its members. In the current industrial climate, there is the need to be concern not only for producing goods or services, but also for the encouragement of innovative, exploratory and creative ideas that go beyond what can be prescribed for the job, and for the application to work of intuitive as well as explicit knowledge. These multiple objectives can only be achieved if managers consider with care exactly what kinds of commitment they are aiming for, and design policies and practices accordingly (Mullins 2016).

Various researches on this subject have shown that a number of factors can influence an employee's feelings (Vohra 2003). Some of the factors are discussed as follows: quality of immediate, middle and top leadership; clarity in vision, mission and strategies of a firm; people's trust in established systems and structures; conducive and participatory work atmosphere; good compensation package; performance based promotions; efficient communication systems; good training and development facilities; a sense of involvement

inviting the suggestions to improve the efficiency levels; and a good employee appraisal system (Vohra 2003).

A committed employee is far better than the one who promises but never delivers because there is a huge difference between promise and commitment. A promise is a statement of intent whereas a commitment is a promise to be kept, no matter what. Committed employees always help to build a healthy corporate image. Commitment is a two-way process and one must go the extra mile to create and maintain it. Vohra (2003) highlighted that one must not forget the fundamental fact that commitment; trust and empowerment go hand-in-hand. And commitment is the only way to achieve true corporate excellence.

Employers also need to understand that the level of employee involvement and commitment will not be uniform for all times. There would be phases when a number of employees will feel low and it will impact their productivity, but that is natural. They will also commit silly mistakes, but the leadership has to be considerate towards them if they are honest in acknowledgement and are willing to mend. Even machines do not perform hundred percent efficiency all the time. This kind of vulnerability has to be accounted for in an organisation. Employees need a caring leadership and work atmosphere to perform their best. High achievers are always groomed through a congenial work atmosphere and motivational leadership. The only way to generate the sincere commitment in employees is through an ideal leadership process, which is dependable, reliable, predictable, empathetic, courageous and full of character and integrity (Vohra 2003).

Additionally, Hellriegel and Slocum (2011) asserted that employees' commitment continues to be influenced by job experiences, with many of the same factors that lead to job satisfaction also contributing to organisational commitment or lack of commitment. Some of the factors Hellriegel and Slocum (2011) identified were payments, relationships with supervisors and co-workers, working conditions, and opportunities for advancement or career progress. Over time, organisational commitment tends to become stronger because individuals develop deeper ties with the organisation and their co-workers as they spend more time with them; seniority often brings advantages that tend to develop more positive attitudes; and opportunities in the job market may decrease with age, causing workers to become more strongly attached to their current job (Hellriegel and Slocum 2011). In conclusion, the researcher observed that genuine commitment requires not just recognition or understanding of what the organisation expects but an emotional and behavioural response from the employees.

## **Methodology**

Creswell and Creswell (2018) defines research methodology as the set of procedures used to conduct research. It can also be seen as a guide to the researcher on how to conduct a research. The methodology of the study discusses the research paradigm, the design and approach used, population, sample size and sampling procedures, sources of data and data processing and analysis.

### ***Research paradigm***

For that matter, this study adopted the positivist paradigm and used the case study approach and survey research design. It was adopted because it is pluralistic in nature and allows the researcher to choose different methods, techniques, procedures and approaches to understand the problem under investigation (Saunders, Lewis, and Thornhill 2007). And this made questionnaire, interview guide and observation to be employed for this study in order to allow for the data triangulation.

### ***Research design and approach***

The study combined both qualitative and quantitative methods in its investigation. It triangulated by collecting quantitative data first using the questionnaire, then qualitative data using both interview guides and observation. The interview and observation data aided in understanding and the interpretation of the quantitative data collected from the 140 respondents drawn from the various sections of the library. During the interpretation phase of the study, the two methods were then integrated. The purpose of this strategy is for the researcher to use the results of the qualitative component to explain or interpret the results of the quantitative component of the research (Creswell and Creswell 2018). Interviews were conducted with the librarian, and the other senior members who are the heads of department/section for the purpose of cross validation. Some observations were also made to confirm or otherwise clarify some of the controversial issues raised in the questionnaires and interviews. The triangulation of

methods used in this study helped to minimise the biases, limitations and weaknesses of the individual approaches. This makes the results very authentic and reliable.

***Population***

The target population for this study was the 230 employees of the library. The study also considered the various categories of the library employees ranging from the professional librarians, non-professional librarians as well as the supporting staff. The population was inclusive of employees of the main library as well as the staff of the 32 satellite libraries of the university. The total population of the library’s employees from the 32 satellite libraries and the main library was 230. Out of this, 10 were senior members, 60 are senior staff, and 160 are junior staff. This therefore means that the junior staff forms the majority of the employees. The table 1 as below presents the distribution of the employees of the library investigated.

**Table 1: Target population**

<b>CATEGORY</b>	<b>NUMBER OF EMPLOYEE</b>
Senior Members	10
Senior Staff	60
Junior Staff	160
<b>Total</b>	<b>230</b>

**Source:** Documentation and Information Section, UCC 2016

***Sample size and Sampling procedures***

Since the population of the employees varied from one category to another, the population was first subdivided into three mutually exclusive segments, called strata based on the categories. Simple random sampling was used to draw a sample from each stratum, and these subsamples were joined to form the complete stratified sample for the study. The population of the employees was further broken down into strata – senior members, senior staff and junior staff. Stratified random samples of 3 cases were drawn by randomly selecting an equal proportion of employees from the various categories of staff. The population of each category of staff was

multiplied by and divided by the total population which was 230. In view of the formula propounded by Fisher et al. (1998), a sample size of 146 respondents was used for the study.

The sample size determination for this study took into consideration the estimated total population of the employees of Sam Jonah (University of Cape Coast) library; 230 (Library Administration 2017). Using Fisher et al. (1998)'s formula for determining sample size for a population less than 10,000 a sample size of 146 was arrived at. In view of this, a sample size of 146 out of 230 of the population was selected for this study. The sample size therefore constituted sixty-three-point five percent (63.5%) of the target population. The sample was made up of six senior members, 38 senior staff and 102 junior staff. These categories of employees from the various sections of the library, including the departmental and faculty libraries were randomly and purposively selected to participate in the study. **Table 2** presents the sample size for each category of employees.

**Table 2: Sample size by category of employee**

Category of Employee	Population	Sample size (Proportion Allocation)
Senior Members	10	6
Senior Staff	60	38
Junior Staff	160	102
<b>Total</b>	<b>230</b>	<b>146</b>

*Data processing and analysis*

The analysis of data allows the researcher to manipulate information collected during the study in order to assess and evaluate the findings and arrive at some valid, meaningful and relevant conclusions. According to Kombo and Tromp (2006), data analysis involves the categorising, ordering, manipulating and summarising of data to obtain answers to the research questions. They also indicated that data analysis refers to examining the coded data critically and making inferences. In view of this, thematic content analysis technique was used to analyse the qualitative data, while the Statistical Package for Social Sciences (SPSS) version 22.0 was used to analyse the quantitative data. The recorded interview data were transcribed, analysed and

coded into categories. The data were later compared with the researcher’s notes taken during the interview process to scan for possible omissions or additions. The data were subsequently integrated using the thematic content analysis technique. Patterns were assessed to identify common attributes which by and large helped in making meaning out of the data. The observed behaviour was also recorded, analysed, coded and categorised. The coding of observed behaviour focused on defined events that were to be observed.

## Results and Discussion

*Table 3: Background characteristics of respondents*

<b>Parameters</b>	<b>Frequency</b>	<b>Percentages (%)</b>
<b>Gender</b>		
Male	87	62.1
Female	53	37.9
<b>Category of Staff</b>		
Junior	102	72.9
Senior	38	27.1
<b>Length of service</b>		
1-5 years	30	21.4
6-10 years	63	45
11-15 years	34	24.3
16-20 years	9	6.4
21+ years	4	2.9
<b>Total</b>	<b>140</b>	<b>100</b>

**Source: Field data (2017)**

**Table 3** summarises the background characteristics of the respondents. The characteristics discussed include gender, category of staff, and length of service. The reason for this aspect of the analysis was to determine the calibre of people used for the study and also aimed at putting the study into context. In all, this survey had 140 respondents comprising of 62.1% male and

37.9% female. The composition of library employees was predominantly male as in other organisations in Ghana. With regard to the category of staff, majority (72.9%) of the respondents investigated were in the junior staff category and 27.1% were senior staff. This shows that all the categories of staff in the Sam Jonah library were effectively represented in this study, since the role of leadership cuts across all these categories of employees. Also, about 21.4% had been in the library for 1 - 5 years, 45.0% had worked for about 6 - 10 years, 24.3% worked for 11 – 15 years, 9 (6.4%) have worked between 16 – 20 years, whereas 2.9% had served for more than twenty-one years. This means that majority of the staff had served in the library for more than six (6) to twenty-one (21) years. And had witnessed different leadership styles.

### **Employees’ perception on the existing leadership style of Sam Jonah (UCC) library**

In this section, the employees were asked to indicate their views and perception on the type of leadership style that was exhibited by the management of the library and how it has affected library and information services in the library investigated. **Table 4** presents the views of the respondents.

**Table 4: Employees’ perception on the existing leadership style of Sam Jonah (UCC) library**

<b>Employees’ perception of the leadership style</b>	<b>SA Freq. (%)</b>	<b>A Freq. (%)</b>	<b>U Freq. (%)</b>	<b>SD Freq. (%)</b>	<b>D Freq. (%)</b>	<b>Total Freq. (%)</b>
Management encourages equal treatment to every employee of the library	5 (3.6)	8 (5.7)	11 (7.9)	59 (42.1)	57 (40.7)	140 (100)
Employees are involved in the decision-making process of the library	3 (2.1)	17 (12.1)	11 (7.9)	63 (45)	46 (32.9)	140 (100)
	6 (4.3)	44 (31.4)	16 (11.4)	43 (30.7)	31 (22.1)	140

Management shows concern for the academic and training aspirations of employees						(100)
Library management put premium on giving its clients the best quality of service	21 (15.0)	60 (42.9)	28 (20)	16 (11.4)	15 (10.7)	140 (100)
Employees of the library are sufficiently aware of the organisation's goals	10 (7.1)	41 (29.3)	39 (27.9)	24 (17.1)	26 (18.6)	140 (100)
The library encourages commitment and hardworking by paying its employees well	7 (5.0)	5 (3.6)	18 (12.9)	81 (57.9)	29 (20.7)	140 (100)
The library has strong values shared by its employees	4 (2.9)	31 (22.1)	46 (32.9)	28 (20)	31 (22.1)	140 (100)

*Data is presented as percentage in parenthesis, f (%).*

The results on the perception of respondents on the existing leadership style of the library as shown in **Table 4** indicated that out of the total respondents of 140, a total of 116 representing 82.8 percent of the respondents disagreed that management encourages equal treatment to every employee of the library. This means that majority of the employees felt they were not treated equally and as a result, they were less committed. This finding gives credence to Vohra (2003:1) who asserted that how employees feel make an impact on their productivity levels. He highlighted that the level of an employee's commitment has a direct bearing on the sustainability and profitability of the organisation. Therefore, leadership must ensure that their employees are treated with kindness and fairness. Additionally, employers must bring in a lot of flexibility in their policies to ensure employee commitment (Vohra 2003).

With respect to the perception that employees are involved in the decision-making process of the library, the findings revealed that out of the total respondents of 140, 106 respondents representing 77.9 percent were of the view or perceived that they were not involved in the

decision-making processes of the library. However, according to Chandrasekar (2011), when workers are involved in goal setting of their organisation, they would develop a sense of commitment and belonging hence their work output is likely to increase. Performance feedback at the workplace is also important because it enhances transparency and regulates performance. The researcher was also of the view that involving employees in decision making, especially when the decisions affect them directly is both respectful and motivating.

On the issue of management showing concern for the academic and training aspirations of employees, about 50 (35.7%) of the respondents agreed. However, about 74 (52.8%) of the respondents were in disagreement. Armstrong (2006) highlights that “the organisation as a whole can provide the context within which high levels of motivation and commitment can be achieved by providing incentives and rewards, satisfying work, and opportunities for learning and growth.” Opportunity for training programmes offer practical suggestions on how to better affect the balance between personal life of the employee and his or her work life (Madigan, Norton, and Testa 1999). Similarly, with respect to the management putting so many premiums on giving the clients the best quality of service, 81 out of the total respondents agreed. However, 31 representing 22.1 percent disagreed that the library management put premium on giving its clients the best quality of service.

Another perception was that employees of the library were made to be aware of the organisational goals of the library, 51 of the respondents were in agreement however, 50 representing 35.7 percent disagreed. This is in line with Chandrasekar (2011) who intimated that when workers are involved in goal setting of their organisation, they would develop a sense of commitment and belonging hence their work output is likely to increase. Additionally, with respect to the library encouraging commitment and hardworking by paying its employees well, majority of the respondents 110 (78.6%) disagreed. This point was highlighted by Abifarin (1997) when he said staff is the most important resource which can lead to attainment of the organisational goals. He highlights this by asserting that a University librarian who takes much interest in the affairs of his employees and honestly thank them for accomplishing their job or tasks and gives them support would most likely gain success.

From the interview conducted, the results revealed that the participants had negative perception about the existing leadership style of the library. All the participants perceived that the autocratic leadership style was the most practiced at the library. They indicated that this type of leadership would not encourage innovativeness among the employees. Besides, it would not

encourage a healthy relationship between heads of department and their employees. The interview results showed that the library management put so much premium on giving its clients the best quality of service but did not seem to make their employees feel belonged to the organisation. Further interrogations of the respondents made some of the participants affirmed this result. For instance, one participant was of the view that:

***“... leadership/ management accommodates only employees who get closer to them and this encourages bootlicking among staff” [JAL1].***

Other participants also commented that:

***“... the leader strictly adopted a bossy way of management and that did not encourage innovativeness” [JAL2].***

***“... the leader adopts bossy type of leadership where no employee had a say” [AL].***

From the interview, it was revealed that when the employees were asked if the existing leadership enabled them relate well with their subordinates. The response by one of the Senior Assistant Librarian was as below:

***“... not really, since staff / employees feel they were being forced to work” [SAL].***

Other participants also commented that:

***“... work-wise, the employees complied but relationship-wise, our relationship is not cordial” [JAL2].***

In addition, it was discovered from the responses of the interviewees that if the leader had involved the employees in the decision-making process of the library, it would had made them feel a sense of ownership and support the goals and vision of the library. Some of the participants affirmed this statement by their comments. For instance, one participant commented that:

*“... so that the employees can support the decision as well as the goals and vision of the library” [JAL2].*

Also, from the interview, it was obvious from the responses that most of the employees were not aware of the visions and goals of the library. Knowing the vision and goals of the library would have enabled the employees to know their job description so that they can cooperate well with their leaders to achieve the goals of the library. One of the participants affirmed this by indicating that:

*“... to enable the employees know about the profession in which they are and enable them rally behind the leaders to achieve the goals of the library” [HRU].*

In conclusion, observation by the researcher and his co-observer also established that the library management put much premium on giving its clients the best quality of service and as a result sectional leader were made to always engage employees to work. Further observation indicates that work-wise, employees cooperate with their heads but do not have a cordial relationship with their heads. This is in line with (Rowley 1996) when she intimated that satisfying employees’ tangible needs could also serve as a means of motivating them to be committed to their organisation. She buttressed that there are a number of techniques which could help enhance employee commitment. One of such techniques is when managers and employees of the organisation collaborate in setting goals. This motivates employees to get more involved in their jobs and in the organisation as a whole.

### **Conclusions and policy recommendations**

The paper assessed employees’ perception on leadership and information services of the Sam Jonah (University of Cape Coast) library in Ghana. The rationale of the paper was to find out how the leader (director) influenced the behaviour of the employees as well as the library’s culture in providing information services. The study discovered and concluded that management of the library did not encourage equal treatment among employees of the library. Also, the director did not involve his employees in the decision-making processes of the library. Consequently, the employees had a negative perception about the existing leadership style and that affected the information service delivery of the library. Almost all the sectional heads interviewed perceived that the autocratic leadership style did not encourage innovativeness and

a healthy relationship between heads of department and their employees. As most of the employees were not aware of the visions and goals of the library in which they had worked for more than six to fifteen years. In line with the above conclusions, the following recommendations were made to inform policy: Firstly, in order to make employees committed to the library and information services, management and leaders of the Sam Jonah (University of Cape Coast) library must encourage equal treatment among their employees. The director should also involve the employees in the decision-making processes of the library. Secondly, the library management should adopt the democratic leadership style in order to encourage innovativeness and a healthy relationship between heads of department and their subordinates. Lastly, the library management should make the employees be aware of the visions and goals of the library. This could serve as the binding force which could draw them together to rally behind the leaders in order to achieve the goals of the library.

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