INFLUENCE OF LEADERSHIP AND MANAGEMENT STYLES ON ACADEMIC PERFORMANCE OF COLLEGES OF EDUCATION STUDENTS IN NORTH CENTRAL NIGERIA

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ABSTRACT

The paper access the influence of leadership and management style on academic performance of Colleges of Education student on north Central Nigeria. Leadership an act of influencing others to direct their determination, abilities and efforts to the achievement of a leader's goal; it is the process of influencing an employee and or group effort to the optimum achievement of the organisational goals and objectives. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders. Leadership enhances motivation, morale and performance of followers through a variety of mechanisms. These include connecting the followers' sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them. The address leadership, management style of librarian, librarianship and performance of librarians on library and information science students. Finally, it was recommended that, the librarians should adopt leadership style(s) that will give the library staff a high sense of responsibility, leading to a high level of productivity, competitiveness and effectiveness. The management team in the library should create a favorable work environment that will serve as a platform for library staff to put in their best, be creative and innovative, the library management should recognize good feats and accomplishments of library staff in the process of discharging their responsibilities among others.

Key Word: Leadership, Management, Library, Librarians' Leadership style and academic performance

INTRODUCTION

An awareness and appreciation of leadership concepts in librarianship is not a matter solely for senior administrators; but relevant to all library professionals if we aim to build a meaningful, rewarding career, and contribute to our own organizations as well as to the field. The development of leadership capabilities has drawn attention among librarians for decades. In 2015, the American Library Association adopted leadership development as one of the three strategic directions, (Fiels, 2015). Since 1990s, many leadership development programmes have been designed for librarians at institutional, national and regional levels (Arabella, 2015; Skinner & Krabbenhoeft, 2014). Many participants in these programms come from academic libraries. Libraries play pivotal roles in the sustenance and advancement of the academic activities of their parent institutions. They bridge the gap between the vast information resources available in different disciplines and college, university and polytechnics through their services. The relevance of libraries in the Nigerian educational system cannot be overemphasized. Library is associated with education, and education is a societal instrument of change which consequently, affects the social, political, economic, scientific and technological changes (Daluba & Maxwell, 2013).

Leadership is a complex process with multiple dimensions. Researchers carrying out research on different perspectives may conceptualize leadership in a variety of theoretical approaches: as a focus of group process, as traits of leaders, as behaviours and actions, as power relationship, as a transformation process, and using a skills perspective (Northouse, 2016). Head librarians have the prime responsibility to bled the library's resources and ensure their efficient use for the accomplishment of the library's system. Since a library is a service organization, staff would appear to be most valuable of these resources for without them, library and information services cannot be rendered. Thus, new staffs have to be recruited and existing ones have to be developed, evaluated and motivated to meet present and future global needs. These staff and their leader (that is, the Librarian) should be seen as working together toward the achievement of the library. College library is a library that is attached to a college above the secondary level, serving the teaching and research needs of students and staffs. These libraries serve two complementary purposes: to support the school curriculum, and to support the research of the college, polytechnic and university faculty and students. This requires different kinds of information resources for students. In the past, the information resources for class readings, intended to supplement lectures as prescribed by the instructor have been called reserves.

LEADERSHIP

Leadership is basically the act of influencing others to direct their determination, abilities and efforts to the achievement of a leader's goal; it is the process of influencing an employee and or group effort to the optimum achievement of the organisational goals and objectives. Leadership is an act to directing, leading or showing others what to do as touching good or bad. Many authors have studied this phenomenon, but there is no single definition of what leadership is, no dominant paradigm for studying it, and little agreement regarding the best strategies for developing and exercising it. (Bennis 2008). Hackman and Wageman (2008); Vroom and Jago (2008) commonly defined leadership as the

life blood of any organization and its importance cannot be underestimated.

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Today's effective leaders do not use the power tactics of the past. Modern managers find that the practice of threatening employees is usually counterproductive. Instead, they view their task as one of motivating employees to do their best (Manning and Curtis, 2009). Effective leadership is always using dominance, have self-assurance, affecting and featuring a high morality to increase levels of charismatic (Ivancevich, 2008).

Leadership can be conceptualised as an interdependent ecosystem that relies on elements relevant to the leader, the followers and / or the situation (Janaludin, Rahman, Makhbul & Idris, 2011); Sosik & Jung, 2010). Leadership can also be manifested by people with different functions, roles or authorities in a variety of contexts Business Dictionary (2016) explained leadership as a team that involves outlining a definite vision, selling the vision to team members, and equipping or furnishing the team members with information, knowledge, skills and methods to actualize the vision.

This form of leadership style usually brings about higher level of productivity simply because the employee participation level in decision making processes is considerably high; hence it is also referred to as participative leadership style (Cherry, 2015). It is imperative to note here that despite the level of productivity attained when this leadership style is employed, it however makes the process of decision making slower because quite a number of inputs from various fellows in the organisation are considered. There could be some amendments to this style especially when a decision needs to be taken promptly.

Various leadership styles, when implemented could affect the behaviour and even the output level in any organisation. The University or Colleges Library as a formal organisation is made up of the management team and staff; it also has various objectives and policies underlining its establishment and operations; the achievement of these objectives is a function of various factors including the leadership style being implemented. Similarly Fatokun, Salaam and Ajegbomogun (2010) citing Jaiyeoba (2001), noted 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. It is however important to note that the democratic and transformational leadership styles may be suitable for libraries where the subordinates have proved to be responsible enough to work under less strict supervision but if otherwise is the case, the autocratic leadership style maybe implemented by the leader to achieve results.

LEADERSHIP MANAGEMENT STYLE OF THE LIBRARIAN

Leadership is a critical management skill, involving the ability to encourage a group of people towards achieving a common goal. Leadership focuses on the development of followers and their needs. Managers exercising transformational leadership style focus on the development of value system of employees, their motivational level and moralities with the development of their skills (Ismail, 2009). It basically helps followers achieve their goals as they work in the organizational

setting; it encourages followers to be expressive and adaptive to new and improved practices and changes in the environment (Azka, 2011). According to Michael (2011), leadership has a direct cause and effect relationship on the success of organizations and their success. Leaders determine values, culture, change tolerance and employee is motivation. They shape institutional strategies, its execution and effectiveness. Leaders can be at any level of an institution and are not exclusive to management. Successful leaders do, however, have one thing in common. They influence those around them in order to reap maximum benefit from the organization's resources, including its most vital and expensive resources.

The library leadership is an integral part of management and social life. Leadership behaviour occurs in almost all formal and informal social situations. Even in a non-formal situation such as a group of friends some sort of leadership behaviours occurs wherein one individual usually takes a lead in most of the group activities. Sometimes an individual may have also seen how the change of situation leads to emergence of a new leader in a group. Various theories have been propounded to explain the phenomenon of leadership which attempts to define leadership in various ways and have tried to identify the attributes and qualities of a successful leader. Leadership is often considered as the ability to influence a group of people toward the achievement of goals. Thus it is an activity in which an individual gains trust and commitment of others with or without reliance on formal position or authority moves the group to accomplishment of one or more tasks. According to Beaumont (2010), without good leadership, it is difficult for people to function effectively. It is the duty of a leader to define the goal to be achieved, to control and to motivate as well as to guide his followers. As stated by (Beaumont 2010), character is the essential foundation upon which good leadership is built. A leader is expected to lead by example by practicing what he preaches. According to Abbasialiya (2010), leadership is currently one of the most talked about issues in businesses, schools and organizations.

Leadership style is a key determinant of the success or failure of any organization. A leader is a person who influences, directs, and motivates others to perform specific tasks and also inspire this subordinates for efficient performance towards the accomplishment of the stated corporate objectives. Leadership style has a significant positive effect on academic performance and leadership style has the dominant influence on academic performance in comparison with users'satisfaction on academic performance. Leadership style is the manner and approach of providing direction, implementing plans, and motivating people.

LIBRARIANSHIP

College librarians are those librarians working in college libraries they include both professionals and para-professionals. Professional librarians are library personnel that have undergone training in library and information field and obtained at least Bachelor degree in Library and Information Science. Para-professionals can be likening to those working in the library without their first background in the discipline. As the college librarian carries out his functions, he exhibits his leadership style and his subordinates perceive this behaviour. It is this style or behaviour that invariably influences their followers action. It is therefore the duty of the Librarian to exercise positive leadership styles that would

carry the subordinates along in achieving the organizational goal. Regrettably, some Librarians are ill-prepared for the demanding position they occupy. Some of these Librarians merely bear the title but lack the technical knowledge and initiative to adapt to the ever changing environment in the libraries they are meant to lead. Since leadership is the ability to influence a group towards the achievement of goals, Fatokun, Salaam, and Ajegbomogun (2010), established the fact that leadership is in hierarchy and is usually illustrated as a triangle with the head at the apex of the triangle and authority flowing downward to all other parts of the triangle. Thus leadership in the library can be defined as the manner in which the leadership in college library executes and motivates librarians towards accomplishing the organizational goal and objectives. Just like in a business or any organization, libraries require leadership because they are complex organizations that have their own set objectives. It has its hierarchical structure, official decision making process, institutional policy and routines, to enable her to achieve its set goals. Leadership has assumed greater importance in today's organizations including the library because of the emergence of forces like globalization, competition, technological innovations and worker expectations. These forces require not only dynamic and efficient ways to improve the work performance of the librarians in the college library, but also to build a formidable workforce that will work with enthusiasms for the achievement of goals.

PERFORMANCE OF LIBRARIANS ON LIBRARY AND INFORMATION SCIENCE STUDENTS

Librarian in Nigeria has an important part in the production of manpower for information profession. This is because the roles of librarians are of much importance. Adeniyi (2011), submits that a librarian have to act as a facilitator, advisor, consultant, instructor, navigator, searcher, researcher, evaluator, organizer, preserver, promoter, communicator, technical expert as well as the manager, leader, entrepreneur and visionary of an organization/institutions. More importantly, the librarian is a teacher. And for the success of library and information centres as effective communication systems, the development of manpower to do such work is vital. Observations have been made that developing a 21st century academic library requires leaders and managers (Academic librarians) who are capable of making quick and effective decisions and utilize the powers of emerging technologies and social media to effectively and efficiently communicate and coordinate actions. It requires efficient management or responsible caretaking particularly to study and understand what leadership is and what role it plays in management (Jenkins, 2011). This is as a result of the rapid and continuous changes in its professional environment. Librarians need to become aware of global politics in the world connected by the internet and globalization, be more innovative and have a sense of urgency, make decisions, and act decisively. Changing libraries need leaders who have visions and can guide others to achieve these visions. Hernon (2010), stated that current and future academic library leaders need leadership skills, knowledge and managerial activities to prepare infrastructure for the transition of libraries. Therefore, the effectiveness of the modern libraries; libraries as hubs of information and knowledge need to possess a high degree of effectiveness and efficiency in the process of carrying out their services which centres on meeting the diverse information needs of library users (Adeniran & Chidi, 2015).

It is as a result of the expected level of effectiveness and efficiency that the issue of leadership in libraries cannot be downplayed. Leadership simply involves influencing or affecting a group of people to take collective action in a particular direction in order to achieve an organizational goal. Verber (2011), opined that leadership could be viewed as community mobilization, initiation and motivation of employees and involvement in their development. Luthans and Doh (2009), expressed that leadership is the process of influencing people to direct their efforts towards the achievement of some particular goal or goals. It is the art or process of influencing people so that they will work willingly and enthusiastically towards the achievement of group goals (Bolujoko, 2010).

Academic libraries serve as the fulcrum on which the intellectual activities of tertiary institutions are hinge on. Tertiary education will be incomplete and largely defective without the existence of academic libraries stocked with relevant information resources and manned by competent professionals. College libraries are repositories of information and educational resources consciously acquired, preserved and made available for the use of the members of college. They represent the academic leadership sole instrument capable of infecting the totality of knowledge to their clients (Ogbodo, 2011). The essence of libraries is to support and enrich education by catering for the diverse information needs of the students, staff and other users. The fundamental objective of library education is to trainprofessional skill, workers who are supposed to constitute manpower to library patrons (Abdul psalami & Salami, 2013). Hence, the services offered by libraries are tailored towards the needs of their clienteles who comprise students, lecturers, technologists and administrative staff of the institutions. Omekwu and Eruvwe (2014), stated that the services rendered in college libraries keep widening to include acquisition of books and other media, reference services, serials control, cataloguing and classification and then making them available to information seekers.

CONCLUSION

Librarian leadership and library educators explore the topic of leadership and leadership management from a variety of approaches. A small number of authors explore leadership theories and organizational management in library context; general speaking, librarians conceive leadership as a process of influence that can happen at all levels of the organization; nevertheless, "leadership as headship" dominates the discourse in library leadership styles. This exploratory study examined the perceptions of a sample of academic leadership on the use of leadership style, academics performance of library users, and laissez-faire leadership by their library leadership. What academic librarians need, now much more than ever before, is the information which will allow them to plan properly, to know whether or not the library service is meeting the needs of the academic community and to be able to demonstrate that to the internal and external authorities responsible for funding. Performance measures are also necessary in order to reveal libraries' strengths and weaknesses when compared with internal and external targets, norms and averages. This is troubling due to the fact that transformational leadership has been shown correlated highly with successful change in organizations. Brought as a suit of technology and student demographics, the rapid changes in higher education strikes at the core of academic librarianship. Strong leaders are needed throughout the profession to navigate change

and strengthen the profession of librarianship.

RECOMMENDATIONS

Based on the aforementioned, the following recommendations are hereby made to further strengthen the relationship that exists between leadership styles and librarians' job performance to better enhance service delivery;

❖ The leadership style(s) being used by the academic librarian with particular reference to the library management should be a function of the values and philosophies of the institution; the nature of the subordinates and the present situation at hand could also affect the leadership style employed. Therefore there should be balance and discretion in the application of varying leadership styles.

❖ The librarian leadership should adopt leadership style(s) that will give the library staff a high sense of responsibility, leading to a high level of productivity, competitiveness and effectiveness. The management team in the library should create a favorable work environment that will serve as a platform for library staff to put in their best, be creative and innovative.

❖ The library management should recognize good feats and accomplishments of library staff in the process of discharging their responsibilities. Though they are paid to carry out these responsibilities, recognition of outstanding efforts (in form of motivation) boosts the morale of staff and gears them towards greater feats and achievements.

❖ Leaders in Nigerian libraries should adopt various motivational techniques that can encourage staff and increase their productivity.

❖ Library staff should be accepted by the management of the institution as key stake holders in the organization as they contribute in making decisions and feel that their ideas have to be listened to and that they have contributed to the outcome.

❖ There should be a developed performance management processes that provide for the alignment of organizational and individual objectives.

❖ Library staff should be trained and retrained regularly this will increase their motivational level and at the same time increase organizational productivity.

❖ Performance Management process that are provide for alignment organization and individual objectives should be developed by the institutions.

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