Effective Leadership Styles and Their Impacts on Employee Productivity

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Abstract. Leaders are not limited to selected profession. Every profession, i.e., librarian, engineer, doctor who are devoted and talented employees can become successful leaders. Management strategies and employee motivation appear to be an important determinant towards the corporate success. Thus, this research sought to identify the leadership style of librarian and to examine how they affect the performance of employers in academic libraries. On top of that, this study also would like to examine how leadership philosophies affect worker productivity.

Keywords: Academic library, leadership style, librarian, performance, productivity, information management, library management.

1   Introduction

Leadership is a process of social influence in which one person enlists the assistance and support of others to attain a common objective. Chemers et al. (1988) use the bystander effect (failure to respond to or provide aid in an emergency) to emphasis the necessity of leadership. According to Gonos and Gallo (2013), a leader's leadership style is how they utilize their position and competence to influence their subordinates. Leadership styles are characterized based on personality traits, an unspoken approach to leadership and a set of management skills that are exclusive to each type (Warrick, 1981). The success or failure of every firm is heavily influenced by its leadership (Lok and Crawford, 2004).

1.1 Background of the Study

Leadership is an essential component of the managerial process of planning, leading, coordinating, and supervising all operations in an organisation in order to achieve organisational goals. Knowing how to apply different leadership styles in diverse contexts will assist encourage people, increase productivity, and achieve organisations goals. Yusuf and Iwu. Academic, (2010) says that libraries are a vital source of information for academic institutions. Management of the library determines its performance, which is shown in the librarians' leadership qualities. A leader is a person who takes the lead in interactions and has the skill and ability to influence the behaviour of others in the group to increase employee productivity. A leader is a person who (1) takes the lead in interactions and has the skill and ability to influence the behaviour of others in the group to increase employee productivity, Yusuf and Iwu (2010), (2) has influence over others and is in charge of directing their conduct (3) engages in typical management methods such as planning, organising, making decisions, and controlling, and whose success is nearly always judged by their ability to impacts on employee productivity and meet the organization's goals and objectives (Fatokun, Salaam & Ajegbomogun, 2010). According to Michael Obiwuru, Okwu, Akpa, and Nwankwere, (2011) there are several leadership styles. As a result, management's ability to carry out collaborative actions is contingent on their ability to lead. Any leader's attitude toward the people of his team is critical to achieving high levels of productivity. As a consequence, a successful leader not only pushes employees to be more productive, but also addresses individual needs while meeting organisational objectives (Lee & Chuang, 2011). Everyone will work together publicly to achieve high levels of customer pleasure, which in the library environment is referred to as productivity (Segun-Adeniran, 2015).

2 Literature Review

Chow and Rich (2013) says very minimal quantity of literature produced regarding leadership style and employee productivity in library when compared to other professions. According to Hernon and Ole Pors (2013), literature on library leadership is scarce, when it is available, it is frequently outdated. The most critical skills for library executives to have are vision, communication skills, customer service, and customer service. According to Hopper (2005), vision is the most often mentioned talent required by library executives. Gilstrap (2009) similarly mentioned about the scarcity of literature on librarianship. Executives in libraries should possess three sets of abilities. These include management efficacy, cognitive ability, vision, and interpersonal skills. De Boer et al. (2012) contend that library directors must adopt a proactive and creative mindset in order to address the potential and challenges posed by the increasing pervasiveness of information technology. The management of a library's operations, planning and budgeting, management of the personnel, outreach to the community, and resource mobilisation fall under the purview of its leaders. Nicholas and Rowlands (2008) assert that in the new information ecosystem, which is based on networked, many, and always-on devices and users, librarians must establish their place. The executives of a

library are in charge of staff development and motivation, planning and budgeting, running the institution, interacting with the public, and resource mobilisation and fundraising (Dawes, 2015).

Young et al. (2003) looked at what makes a good library leader. They emphasised the director's versatility in collaborating with a range of groups and individuals (library boards, librarians, governmental and community organisations, social clubs, and elected officials). The most crucial personal attribute is honesty, although vision and communication skills are also highly regarded. Knowledge of trends and advances, as well as current library practises and financial management, are all highly appreciated qualities. Lin (2000) reported in a study of job criteria for university library directors that the emphasis on management abilities fell by 11% between 1992 and 1997. Previously, technical and administrative qualities were emphasised. Lin noticed that new job advertising components such as "consensus building, presenting talents, community outreach, and collective bargaining" appeared in 1997.The study employed Robert House's path-goal theory of leader effectiveness. According to Martin (2009), the path-goal theory of leadership is founded on goal setting theory and expectation theory. According to the hypothesis, a leader's behaviour is influenced by the happiness, inspiration, and output of those under her or him. The emphasis in the revised version is on the leader's involvement in behaviours that support and make up for the skills of subordinates.

Figure 1: The major components of the path-goal theory of leadership
(This study is based on the path-goal theory of leadership)

2.1 Employee Productivity

An evaluation on a group of workers' efficiency is called employee productivity, also known as workforce productivity. Productivity, according to Mathias and John (2007), is a measurement of the amount and calibre of work completed while taking into account the expense of the resources used. The lower the production costs of an organization's goods and services, the greater its competitive advantage. A higher rate of

productivity does not always equate to more output; possibly the same amount was produced using less resources (such as labour, resources, and time).

2.2 Transformational Leadership Style

Hooda & Sharma saysTransformative leadership is a strategy used to persuade leaders to change their partners' perspectives on what is crucial and open their eyes to new opportunities and challenges in their surroundings. They go above their goals or expected benefits for the benefit of the group and the company. The realisation of personal goals and motivations is not hampered by the introduction of transforming assumptions, expectations, and ideals. Usually, there is a transformational feeling of family and a sense of mission.

2.3 Transactional Leadership Style

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2.4 Transactional Leadership Style

According to Bass & Avolio, 1990, the employees tries to operate as independently from one another as they can. The personnel have little connection to the group's mission or goal. Achieving specific goals is emphasised in transactional leadership. For outstanding results, transformational management practises should boost transactional management behaviours.

2.5 Autocratic Leadership Style

Autocratic leadership style is a factor in the dependence of almost all personnel on the chief (Singh et. al., 2000). Any situation might support an autocratic style of rule. According to Terry, R, 1993, autocratic leadership styles are effective in non-emergencies. The autocratic model represents one extreme of the leadership continuum. According to Bhopendra Singh et al. (2020), one advantage of autocratic leadership is that choices may be made right away. Negative leadership is branded, and the techniques are acknowledged to be manipulative, if the leader is rigid and will offer or refuse in response to rewards and punishment. From the above judgment and explanation, Figure 2 represents the conceptual framework of the study.
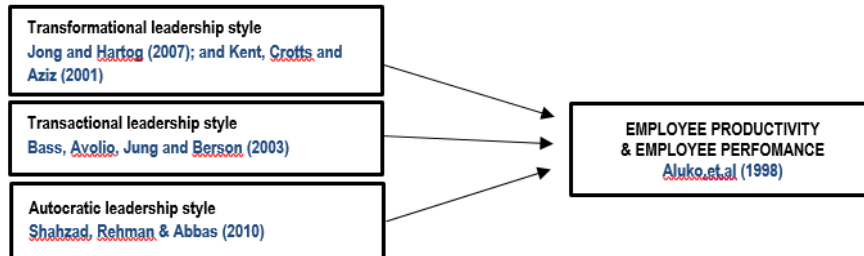
Figure 2: Research Framework of the Study

3   Research Methodology

Du Mont and Du Mont (1981) used the goal method to measure the efficacy of academic libraries. This study will focus on librarians' and Asistant Librarians' perspectives on their leaders' leadership styles. The main approaches for gathering data in qualitative studies are observation, in-depth interviews, and focus groups. This study is adopting qualitative research. Unlike quantitative research, qualitative studies make use of non-probability approaches to increase the informational richness. The main tools for gathering data in qualitative studies are observation, in-depth interviews and focus groups. This study participant is among librarians and their assistants. The goal method, which evaluates the degree to which an organisation accomplishes its goals or purposes, was used to determine the efficacy of libraries as a measure of how well the libraries, as rational organisations, fulfil their aims or purposes. According to Du Mont and Du Mont (1981), this efficacy was decided by the development of academic libraries as well as the influence of their activities. To be more specific, the study will collect librarians' and librarian assistants' perspectives on their leaders' leadership styles. To collect primary data, key informant interviews will be conducted.

4   Findings

The interview will take place in a Malaysian academic library between the months of June and July 2022. The researcher anticipated that this study would last for a few months because there were several tasks that needed to be completed throughout that time.The goal of sample selection is to meet research objectives by collecting valuable and efficient data from participants. This may be performed by choosing, educating, and training volunteers with sufficient knowledge to improve the researcher's output while evaluating comments (Charmaz, 2006). Sample selection is crucial while conducting qualitative research. Candidates for one-on-one interviews and concentrated group discussions were carefully chosen based on their impressive credentials. The primary sample rule for qualitative research is to continue sampling as your breadth and depth of information about the subject under inquiry grow (Schindler & Cooper, 2006). Eleven are women, while the other nine are men. According Guest, Bunce & Johnson

(2006), data collection can be saturated with only 20 respondents. Additional data collection does not necessarily if the result discover a new problem. As the investigation proceeds, a qualitative sample reaches a point of diminishing returns; more data does not automatically mean more knowledge.

Thematic analysis is use. "Thematic analysis is the act of detecting, documenting, and recognising patterns or themes that exist within a dataset" (Braun and Clarke, 2006), which are vital to explain a specific study phenomena or answer a specific research question. In six steps, the same is carried out.

Table 1: Phases in Thematic-Analysis. Source: Braun and Clarke (2006)

Phase	Description
Familiarizing yourself with your data	This step entails returning to the data several times, reviewing and rephrasing it. The most crucial feature of this phase is for the researcher to be able to recognise emerging general themes.
Generating initial codes	The researcher is concerned with generating an initial collection of data items that demonstrate a discernible pattern (s). The researcher should now go back and forth on the initial list till they are satisfied with the retrieved patterns. The researcher can now go back and forth on the list till they are satisfied with the results.
Keep Looking for themes	This phase is a continuation of the preceding phase; however, at this stage in the study, the researcher seeks larger interpretations and connections to previously found themes within a dataset. This is a continuation of the previous step of the analytical process.
Compare the theme and check for data saturation	The researchers must now hunt for information that either confirms or disproves the proposed theory. This stage is where early notions are reviewed, therefore researchers should already have a list of potential subjects.
Determining and name the themes	At this step, analysis is defined by determining which features of data are being recorded. The researcher can analyse the data inside each theme by refining current themes that will be displayed in the final analysis. The essences of the themes are identified at this stage in relation to how each single theme influences the overall image of the data.
Produce report	The last stage is to carefully choose clear, persuasive, and vivid examples from selected extracts, addressing research questions with backed up facts, and producing academic documented study.

The interview was recorded, transcribed, and themes were created based on the information gathered. The questions asked are basically based on the research framework. The primary theme categories of transformational leadership, transactional leadership, and autocratic leadership styles were the emphasis of the leadership style questions. The questions for the Asistant Librarians were likewise focused on their leader' behaviour and performance. To evaluate the leadership style of their superiors, the same leaders were also interviewed. The tables below display the created themes.

Table 2: Themes of the Research

Leadership Style	Themes
Transformational Jong and Hartog (2007); and Kent, Crotts and Aziz (2001)	Proactive Good Listener Motivator Moral After Guiding Develop Inspiration and Influence Give Delegation
Transactional Bass, Avolio, Jung and Berson (2003)	Punisher Intellectual Directive Reward Achievement Track Performance Restrict to Rules
Autocratic Shahzad, Rehman & Abbas (2010)	Quick Decision Making Absolut Control Close Supervision Maintain Order and Discipline Enhance Productivity Creating a Dependency Culture
Perfomance Akapala,A. (1990)	Quality of Work (Accuracy, Thoroughness, Competence) Ablity to Work with Others Good Communication Skills Disipline
Productivity Eze (1982)	Ability to Meet Deadlines Good Time Management Desire to learn

Table 3: Characteristics of Candidates (Participants)

Gender	Position	Work Lengths	Education	Participant Code
Female	Senior Librarian	11 Years	Master	P1
Female	Senior Librarian	8 Years	Degree	P2
Female	Librarian	5 Years	Master	P3
Female	Librarian	2 Years	Master	P4

Gender	Position	Work Lengths	Education	Participant Code
Female	Senior Assistant Librarian	10 Years	Diploma	P5
Female	Senior Assistant Librarian	10 Years	SPM	P6
Female	Senior Assistant Librarian	15 Years	SPM	P7
Female	Assistant Librarian	5 Years	Diploma	P8
Female	Assistant Librarian	6 Years	Diploma	P9
Female	Assistant Librarian	6 Years	SPM	P10
Female	Assistant Librarian	2 Years	Diploma	P11
Male	Senior Librarian	10 Years	Master	P12
Male	Senior Librarian	12 Years	Master	P13
Male	Senior Assistant Librarian	3 Years	Master	P14
Male	Senior Assistant Librarian	8 Years	Diploma	P15
Male	Senior Assistant Librarian	10 Years	SPM	P16
Male	Assistant Librarian	10 Years	SPM	P17
Male	Assistant Librarian	6 Years	SPM	P18
Male	Assistant Librarian	5 Years	Diploma	P19
Male	Assistant Librarian	2 Years	Diploma	P20

The results of interviews with librarians and assistant librarians, it clearly shows that the majority of them choose and practice Transformational Leadership Style. Most librarians focus on motivating and being good listeners to their staff.

"I'd think the ability to listen is the most important quality. I believe I've improved in that area over the years, and I believe I was a far poorer leader when I was younger. I was so certain that my point of view, my objectives, my plans, and my vision were correct. I would find a way around any challenges, but occasionally it meant ignoring the opinions of others who had a different perspective. So I believe I've improved my listening skills and my ability to offer guidance, both of which I think are excellent and serve to encourage employees to share their thoughts and opinions". –P13

"Funny how my title doesn't immediately spring to mind. That may be somewhat my fault because I don't always see myself as a leader. In order to make my team feel appreciated and to help them increase their productivity, I did my best to get to know them and to learn what they thought". –P4

A participant preferred leadership style was also evident in excerpts from the conversation with her. In the discussion with her, it became clear that she prioritised giving guidance by being attentive to the needs of her team and demonstrating a high level of care and concern for them. According to her, transformational leadership is putting people's needs first and making an investment in them, which can help a library achieve its objectives.

"I am a person who cares a lot about the well-being of my staff so that they know I appreciate them very much. I will guide them to achieve the organization's goals. I believe, in that way, my staff will be more understanding and clear about a work. in addition, they will be more motivated and enthusiastic in completing something." –P1
This is supported by one of her staff. He admitted that the way practiced by his leader was very helpful in his work productivity.

"Its capacity to inspire, move, and observe the institution's mission and vision, and shape the direction of develop a plan to get to the objective. I'm extremely delighted to be working for her. She motivates me to be more productive by making me eager to do my work." –P20
The senior librarian himself was enthusiastic about fostering relationships with others and the value of having productive working relationships with his subordinates when he said,

"Leaders cannot do their tasks alone, and neither can I. Human relationships are crucial to success. I can only do anything with the help of my team. Therefore, my relationships with my peers and coworkers must exist and that's why I am practicing Transformational Leadership Style." –P3

Table 4: Summary of the Question and Answer for Librarian and Asistant Librarian

Interview Question	Feedback from the Participants	Participants Code
Are you able to collaborate with your employee and accept new ideas?	True. I can work with my team effectively. We equally ensure that every service we want to deliver is accurate and meets the needs of users in this library. I also accept every opinion and reprimand even if it comes from my subordinate staff.	P1
How would you describe your leadership style?	I am going to say that transformational leadership style is near to me. I used to train them by **performing the task with them** in order for them to learn how to do it.	P3
What values are most important to you as a leader?	To ensure that the group is **currently functioning together**, l must listen to my staff, a strong leader must also have a **creative mind** in terms of knowing how to lead.	P2

Interview Question	Feedback from the Participants	Participants Code
Are you able to delegate responsibilities efficiently?	Yes, I am able to **divide tasks efficiently**. I will make sure I act as a **motivating leader** so that every job given will **not be biased and fair.**	P12
What can you do to motivate a team?	I will provide lasting **inspiration and motivation** to my staff. I believe everyone needs positive words in order to give the best to the organization.	P14
How would you describe your leader?	I have great respect for my boss. He such a very **proactive leader** and will always give me **motivation and advise** me if I make a mistake. He will **receive opinions from all and conduct discussions in making any decisions.** This make me felt appreciated and want to give more to the organizations.	P6
Does your manager allow you the freedom to do your job as you feel best?	My boss gave me the **freedom** to perform tasks according to my creativity. However, she will **immediately correct any mistakes and give me advice and guidance** so that I can do my job better.	P11
Does your manager value your input and perspective?	So far I am very impressed with him. He really **appreciates all the results of my efforts. He listened to my opinion** well even though not everything was used in decision making. Overall, I am very happy with my working environment as I have a very understanding leader.	P7
How your manager provides clear goals for your group?	My boss will have a **discussion before handing over any work** to me and friends. She will explain in detail about a task and goal. If any of us are less clear, she very much **welcomes every question** from us. This keeps us always on the right track and the mistakes made are minimal.	P20
Do you make your manager as the role models how to work effectively with others?	Of course! At first I didn't like working in groups. However, my boss **reprimanded and advised** me that an organization would not succeed if there was no agreement between us. I made her as a role model because she has worked for over 10 years and managed to give her best for this library. This made me realize that I needed to change myself in order to give my best.	P17

Table 5: Summary of the Question and Answer for Librarian and Librarian Assistant

Interview Question	Feedback From The Participants	Participants Code
Are you able to collaborate with your employee and accept new ideas?	True. I can work with my team effectively.. We equally ensure that every service we want to deliver is accurate and meets the needs of users in this library. I also accept every opinion and reprimand even if it comes from my subordinate staff.	P1
How would you describe your leadership style?	I am going to say that transformational leadership style is near to me. I used to train them by **performing the task with them** in order for them to learn how to do it.	P3
What values are most important to you as a leader?	To ensure that the group is **currently functioning together**, l must listen to my staff, a strong leader must also have a **creative mind** in terms of knowing how to lead.	P2
Are you able to delegate responsibilities efficiently?	Yes, I am able **to divide tasks efficiently**. I will make sure I act as a **motivating leader** so that every job given will **not be biased and fair**.	P12
What can you do to motivate a team?	I will provide lasting **inspiration and motivation** to my staff. I believe everyone needs positive words in order to give the best to the organization.	P14
How would you describe your leader?	I have great respect for my boss. He such a very **proactive leader** and will always give me **motivation and advise** me if I make a mistake. He will **receive opinions from all and conduct discussions in making any decisions**. This make me felt appreciated and want to give more to the organizations.	P6
Does your manager allow you the freedom to do your job as you feel best?	My boss gave me the **freedom** to perform tasks according to my creativity. However, she will **immediately correct any mistakes and give me advice and guidance** so that I can do my job better.	P11
Does your manager value your input and perspective?	So far I am very impressed with him. He really **appreciates all the results of my efforts. He listened to my opinion** well even though not everything was used in	P7

Interview Question	Feedback From The Participants	Participants Code
	decision making. Overall, I am very happy with my working environment as I have a very understanding leader.	
How your manager provides clear goals for your group?	My boss will have a **discussion before handing over any work** to me and friends. She will **explain in detail** about a task and goal. If any of us are less clear, she very much **welcomes every question** from us. This keeps us always on the right track and the mistakes made are minimal.	P20
Do you make your manager as the role models how to work effectively with others?	Of course! At first I didn't like working in groups. However, my boss **reprimanded and advised** me that an organization would not succeed if there was no agreement between us. I made her as a role model because she has worked for over 10 years and managed to give her best for this library. This made me realize that I needed to change myself in order to give my best.	P17

Table 6: Summary of the Question and Answer for Librarian

Interview Question	Feedback From The Participants	Participants Code
How would you describe your staff performance through leadership style?	**I am transformational leader**. This is because I will always **give guidance and motivation.** This can be proven when the **performance of the staff under me gets better. They make minimal mistakes** and they will **immediately correct mistakes when reprimanded**. **Their quality of work also excellent.**	P3
	The performance of the staff under my supervision is very positive. This is because I received a lot of good feedback from users who said they were satisfied with our service. **This mean that have a good communication.** I will always remind them that users are our customers. I will ensure that my staff is always **motivated so that their performance is always encouraging.**	P2

Interview Question	Feedback From The Participants	Participants Code
	Their performance at work is very good. My staff is very **disciplined and obeys** every instruction and rule.	P14

Table 7: Summary of the Question and Answer for Librarian Assistants (Focus Group)

Interview Question	Feedback From The Participants (Focus Group)	Participants Code
Does your leader, leadership style effect your work productivity?	We agree, our work is of **better quality** and it is proven when our leader corrects our mistakes and indirectly many things are **more organized and completed within the set time with minimal errors.**	P16,P17
How your leader motivates and provides clear goals for your group?	He will **give task and how to complete them.** For example, we are staff in the service department, our leader always gives guidance, if there are any questions from users, **we can answer professionally and are very helpful in our work productivity.** This is because, those questions are always asked by our leader so that we are smooth in answering user questions.	P6,P7
Do you think your boss's leadership style burdens you?	No at all. **We always manage to reach the set deadline**. We will do our best to ensure that the assigned task is **completed with excellence** and without disappointment. Plus, we never felt that our leader burden us but always give us motivation.	P8,P20

5   Discussion

According to the study of research findings, leadership style in Library has a stronger impact on employees' work performance. Additionally, it was shown that these leadership philosophies could boost productivity, dedication, and job happiness. Additionally, these leaders' motivational and incentive strategies have an effect on performance. When making decisions, the leadership style takes into account the opinions of the individual or team members, which inspires and motivates them. Additionally, they foster a positive working environment between the company and employee, which raises a positive attitude at work and may result in better performance.

The outcomes of this study shows that the Librarian's leadership style has a significant impact on the libraries' ability to achieve their goals. This is because leaders' leadership styles have an impact on the organisational work environment, values, and culture, which in turn has an impact on employee performance. The leader's change tolerance levels are also influenced by his or her leadership style, which has an impact on the organization's ability to innovate and manage both internal and external change. When the same topics appear repeatedly during interviews, this is referred to as saturation in qualitative research. Researchers stop uncovering new themes, ideas, viewpoints, or patterns as they interview more and more participants.

Leadership styles also influence the leader's attitude and approach to employee motivation, as well as the design and implementation of institutional initiatives and the organisational and reporting structure's character. Leadership styles also influence the leader's attitude and approach to staff engagement, as well as the development and execution of institutional initiatives. In essence, the qualities of a leader's work environment are determined by their leadership style. The shift's direction will become clear at a later date (Lewin, 1947). Leadership styles also have an impact on the organisational and reporting structure's nature.

The leader provides sympathy and encouragement, keeps lines of communication open, and pushes the employees. This takes into account the need for respect and recognises the unique contribution that each member of staff may provide to the organisation. The employees are passionately driven to execute their jobs and have goals for organisational and personal progress. The leader provides sympathy and encouragement, keeps lines of communication open, and pushes the employees. This takes into account the need for respect and recognises the unique contribution that each member of staff may provide to the organisation. The employees are passionately driven to execute their jobs and have goals for organisational and personal progress. (Lewin, 1947). Vast research into leadership, its features, and how it can effect individuals and organisations holistically is suggested to be further investigate. This vast research can be valuable to anyone who wants to conduct more leadership research. It may also aid people who want to undertake quantitative research on the same issue. Vast research into leadership, its features, and how it can effect individuals and organisations holistically is suggested to be further investigate. This vast research can be valuable to anyone who wants to conduct more leadership research. It may also aid people who want to undertake quantitative research on the same issue.

6   Conclusion

In conclusion, the leadership style used by the librarian may have an impact on the employees' productivity. The results showed a clear correlation between staff productivity and a transformational leadership style that is good and significant. The high morale have an impact on how well their team members perform because they empower people to make decisions, build trust in them, and encourage innovation. This leader is personable, treats staff with respect, and motivates them to follow established procedures in order to uphold necessary standards while also encouraging them to attempt

new things. The decisions are made and carried out by the personnel. Since they exhibit a sense of authority, make personal sacrifices, and constantly consider the benefit of the entire group, transformational leaders inspire pride in their followers.

Acknowledgments

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