

## Influence Of Dictatorial And Charismatic Leadership Style Of Librarians On Productivity Of Staff In Academic Libraries In Imo State, Nigeria

### **Lovet Ovigie Esievo**

Senior Librarian  
President Kennedy library  
Institute of administration  
Ahmadu Bello University  
Zaria  
Email: elcomesievo@gmail.com

### **Dr Jonathan Chima Ogugua**

Senior Librarian  
Federal University of Technology  
Owerri, Imo State  
Email: jcogugua@yahoo.com

### **Dr magnus C. Unegbu**

Senior librarian  
Alvan Ikoku Federal College of Education  
Owerri, Imo State  
Email: callongoff@yahoo.com

### **Magnus C. Alaehie**

Alvan Ikoku Federal College of Education  
Owerri, Imo State

***Abstract** - The general purpose of the study is influence of dictatorial and charismatic leadership style of librarians' on productivity of staff in academic libraries in Imo State. The survey research design was used for the study using questionnaire as the instrument for data collection. Two research questions were framed for the study. The study covered the entire population of 294 staff in academic libraries in Imo State. 286 copies of the questionnaire were completed and returned for analysis representing 97.3%. The finding shows that dictatorial style of leadership does not involve subordinates in planning. The study recommended that there is need for staff to undergo in service training and refresher courses on the modern rudiments of leadership styles. This will enable them to adopt the appropriate leadership styles which will enhance staff productivity.*

**Key words:** Dictatorial and Charismatic Leadership Style, Librarians, Productivity

### **Introduction**

Leader is a person who influences individuals and groups within an organization helps them towards achieving set goals thereby making them to be effective. Thus, leadership becomes an act of leading people, showing them the way to do things right. A study by Akor (2014), found out that leadership is an influence; a relationship between leaders and their collaborators (followers) who intend real change; that reflect their mutual purposes. According to Allner (2008), leadership involves influence, change, people in a relationship, a shared purpose of achieving a desired future and taking personal responsibility to make things happen. The writings of Noormans and Syed (2009) have shown that successful interaction between leaders and their followers are central to the overall functioning of an

establishment such as secondary schools.

According to Donnelly, Gibson and Ivanlevich (2008), there are two leadership functions: test-related and group maintenance functions and both tend to be differentiated in two different leadership styles: the task-oriented and employee-oriented styles. Leaders who have a task-oriented style closely supervise employees to make sure that the task is performed satisfactorily. They give more emphasis on getting the job done than employee's growth or personal satisfaction. On the other hand, leaders with an employee-oriented style put more emphasis on motivating their staff rather than controlling them. Neither of these styles is perfect. The common denominator is getting things done but the approaches differ. A combination of what is best in both is what is required. These leaders seek friendly, trusting and respectful relationships with their staff which are often allowed to participate in decisions that affect them. Leadership would then imply one or more people being involved in determining how to achieve success. Leadership then appears to be the capability and actual processes or actions which are attributed to leaders. Leadership undeniably affects employee outcomes. That is why leadership is seen by Arlente (2011) as a process of social influence through which one person is able to enlist the aid and support of others in the accomplishment of a common task. This definition presupposes the existence of leader and the led and influence of the leader on the led. How the leader is able to influence the led as a function of *his/her* leadership style.

Leadership style is the manner and approach of providing direction, implementing plans and motivating people. Leadership styles vary with personality and situational needs. Various leadership styles have been identified and these include: autocratic, transformation, participative, democratic and declarative or *laissez-faire*. The autocratic leadership style is usually based on rigid and one-sided actions of the leader towards the subordinates. Autocratic style according to Avolio and Khalid (2010) does not share responsibilities. He makes all the decisions of the group, dictates all the steps and techniques for attaining the group goals and takes task patterns while remaining distant from the subordinates.

A good leader picks the virtues from each of the styles that would be of help in realizing the goals of the institution. Whatever style that is dominant in a leader defines his/her leadership style. The significance of any adopted leadership style is the ability to influence positively towards high job productivity.

Productivity could be explained as a performance of individual worker. The difference between input and valuable output is what is called productivity. This could be high or low. When the output is less than the input, productivity is high. According to Mullis (2015), productivity is a measure of the efficiency of a person, machine or system in converting input into useful outputs. Attainment of high productivity is of primary concern to management and employees of most organizations including the university libraries. Johnson (2015) views productivity as reaching the highest level of performance with the least expenditure of resources. Sheahan (2013) links productivity to employee morale. According to the author, productivity increases when employees are happy at work and have more motivation; that poor morale causes employees to be disengaged. Productivity is the watch-word for every organization desirous of survival. In the views of Higuera (2016), attitudinal problems can seriously disrupt workplace productivity. Workers' effectively is, to some extent, also conditioned factors which can be intensified wither positively or negatively by management policies and practices. For an employee to consistently display good behaviour and the workplace, he/she must maintain a positive attitude towards his her job. Negative feeling

might trigger low productivity. Part of the leadership responsibility is to manage workers in order to enhance high productivity.

According to Tella, Ayeni and Popoola (2007), high productivity remains dependent on the effective management of the workforce. Productivity at work is the effort made by an employee within an organization in order to achieve particular predetermined results through the use of available resources (Abdel-Razak, 2016). According to Robbins and Coulter (2013), productivity in the workplace is the accumulated results of activities that an employee performs. It comprises what an employee does in the workplace toward the achievement of organizational goals and the outcomes of his actions which are measurable (Viswesvaran, 2015). These activities and behaviours are assumed to be under the control of the employee and are acknowledged as the defining aspects of his job, which is what the employee's hired to do (Rotundo and Sackett, 2002). High productivity at work has been adjudged to be a determinant factor in the success and profitability of organizations (Dizgah, Chegini and Bisokhan, 2012). Causal relationships have been established between productivity and attitudes at the work place (Meyer, Becker and Vanderberghe, 2004). According to Judge, Bono, Thoreson and Patton (2001) as well as Susanty, Miradipta and Jie (2013) when workers have positive attitudes in an organization their level of commitment is high and this invariably enhances their work productivity.

The foregoing has brought into focus the need for a study to find out how the style of leadership adopted by principals affect the productivity of the subordinate staff from the point of view of the staff. For any organization like the secondary schools to achieve its set objectives, there must be a cordial relationship between the principal and his staff. For productivity to be a reality there has to be enhanced employee performance achieved through a well-directed and coordinated workforce. It is the responsibility of the principal to discover the potential in each staff and to apply the appropriate coping strategy to extract the best out of the staff. The ability to accommodate employee needs is a healthy and positive approach in achieving organizational efficiency. In the light of the foregoing, this study therefore, seeks to investigate influence of dictatorial and charismatic leadership style on productivity of staff in academic libraries in Imo State, Nigeria.

### **Research Questions**

1. What influence does the dictatorial leadership style have on productivity of staff in academic libraries in Imo State, Nigeria?
2. What influence does charismatic leadership style have on productivity of staff in academic libraries in Imo State, Nigeria?

### **Review of Literature**

Johnson (2015), dictatorial leadership is often considered the classical approach to problem solving. It is one in which the leader retains as much power and decision making authority as possible. For this school of thought, the leader does not consult employees nor are the employees allowed to make any input. In dictatorial leadership, employees are expected to obey all orders without receiving any explanations. The motivation environment is produced by creating a structured set of rewards and punishments. Justin (2015) states that dictatorial leaders make choice as based on their concepts and judgments, which rarely accept advice from followers. It involves absolute control over a group. Viewing it from a positive angle,

Kelly (2007) is of the view that dictatorial leadership style can be beneficial only when decisions need to be made fast without consulting with a large group of people for some projects that may require strong leadership in order to get things accomplished quickly and effectively.

Due to the fact that dictatorial leaders make decisions without consulting their group members, employees in this kind of a setting are denied from contributing ideas and in most cases they are not at home with such situations. Lewin (2012) in his study found out that this kind of leadership style often results in a lack of creative solutions to problems which can ultimately distort the performance of the group. In dictatorial leadership, strict control over followers is achieved by directly regulating policy, procedures and behaviour. The leader thus creates distance as a means of emplacing role distinction between him/her and the followers. This is because many dictatorial leaders believe that followers would not function effectively without direct supervision (Dubrin, 2004). Cooper (2005) reports that dictatorial leaders feel that people left to complete work on their own will be unproductive.

According to Abhishek (2013), while dictatorial leadership style impedes positive leadership qualities, it is also characterized by the leader's excessive use of power and dominion where the leader becomes the only one that can give orders and such orders are obeyed with least resistance. The autocratic style allows managers to make decisions alone without the input of employees. Leader; possess total authority and impose their will on employees. No one challenges the decisions of autocratic leaders. This is practiced in Cuba and North Korea in the mid sixties. This benefits employees requiring close supervision. It is not favourable to creative workers who thrive in group functions. Pierce and Newstrong (2008) reveal that such a leader achieves tasks at the expense of human consideration. Kamaraj (2004) explains the situation in India where three main leadership styles- (autocratic, nurturant- task style and democratic) are followed. Leaders get what they wanted from subordinates through close supervision and control. He also observed that the autocratic style was good only in the short run but impossible when decision making is more complex requiring specialized knowledge. The leaders require inputs from specialists as these leaders do not possess expertise in the entire domain.

Charismatic Leader may affect some followers more than others. Opkaleke (2012) in his study found out that people are especially receptive to charismatic leader when they sense a crisis, when they are under stress or under the influence of fear for one's life. More generally, some personalities are especially susceptible to charismatic leader. If an individual lacks self-esteem and questions his/her self-worth, he/she is more likely to absorb a leader's direction rather than establish his/her own way of leading. To Ogba (2013), charismatic- leaders are perceived as being strongly committed and willing to take on personal risks, incur high costs and engage in self-sacrifice to achieve their vision. Through communication ability, the visionary charismatic leader according to DeHough, Hartog, Konpman, Thierry, Van Den Berg and Wilderom (2005) link followers' needs and goals to job or organizational goals. In their view, visionary charismatic leaders have the ability to see both the big picture and the opportunities the big picture represents. They see some of the unique characteristics of charismatic leadership as to: establish idealized goals that represent significant improvement over the status quo, communicate, articulate and the vision in a manner that is consistent with followers needs; have convictions and are strongly committed to their visions and willing to sacrifice and take significant personal risk to achieve them; engage in behaviours that are unconventional and counter its established norms to achieve goals and develop self-confidence, that is, total confidence in their abilities to overcome obstacles and get thing

accomplished. In all, charismatic leaders are gifted communicators. A charismatic leader must demonstrate periodically the exceptional personal gifts to retain the charismatic status and maintain power over the employees or followers.

From the fore going, it is obvious that the world that we inhabit is a giant leadership laboratory leaders and the leadership process surround us. Leadership is a dynamic process and the leader-follower relationship is reciprocal. Effective leadership holds the key to success and growth. Principals can be made through developmental process, mentoring and commitment on the part of the staff. Effective leadership is all about leading to achieve the desired results. Different leadership styles have impacts on the staff and how they go about their duties. Effective leadership is a two-way process which influences both the staff and organisational productivity. According to Gazi and Alam (2014), the leader must care about people and the work to be done. Neither of these qualities is sufficient without the other nor can neither be false. People knowing when the leader cares serves as magnate and motivates the followers and their potential for achievement becomes enormous. In other words, the right behaviour in one situation may not

### Methodology

The descriptive survey research design was used for this study using questionnaire an instrument for data collection. The questionnaire was titled dictatorial and charismatic leadership style on productivity of staff Questionnaire (DCLSPSQ). The population of the study is 294 staff in academic libraries in Imo State. No sample size was drawn from the population, this is because the population of the study is small and accessible. The census method was used to ensure that opinions of all the staff in academic libraries in Imo State were captured for the study.

### Analysis

A total of 294 copies of the questionnaire were distributed to staff in academic libraries in Imo State. Out of these, 286 copies of the questionnaire representing 97.3% were duly completed and returned for analysis.

### Research Question I

What influence does the dictatorial leadership style have on productivity of staff in academic libraries in Imo State, Nigeria?

**Table 1 Mean Value of Dictatorial Style of Leadership on Staff Productivity**

| SN | Dictatorial Style of Leadership        | SA  | A  | D   | SD | X   | D        |
|----|--|-----|----|-----|----|-----|----------|
| a  | Set goals individually                 | 97  | 75 | 64  | 48 | 2.8 | Accepted |
| b  | Control discussion with followers      | 125 | 86 | 58  | 17 | 3.1 | Accepted |
| c  | Rewards obedience and punishes mistake | 145 | 97 | 33  | 11 | 3.3 | Accepted |
| d  | Subordinates are involved in planning  | 45  | 21 | 135 | 85 | 2.1 | Rejected |
| e  | Set policy and procedures unilaterally | 75  | 87 | 63  | 61 | 2.6 | Accepted |
|    | <b>Significant mean value = 2.8</b>    |     |    |     |    |     |          |

Based on the significant mean value of 2.8 as shown on table 1, set goals individually ( $\bar{x} = 2.8$ ); control discussion with follower ( $\bar{x} = 3.1$ ); rewards obedience and punishes mistake ( $\bar{x} = 3.3$ ); subordinates are involved in the planning ( $\bar{x} = 2.1$ ); and set policy and

producers unilaterally ( $\bar{x} = 2.6$ ). However dictatorial style of leadership as revealed by table 1 does not allow subordinates involved in planning as this has significant has value of 2.8.

**Research question 2**

What influence does charismatic leadership style have on productivity of staff in academic libraries in Imo State, Nigeria?

**Table 2 Mean Value of Charismatic Style of Leadership on Staff Productivity**

| SN | Charismatic Style of Leadership                                       | SA  | A   | D   | SD  | X   | D        |
|----|---|-----|-----|-----|-----|-----|----------|
| 1  | Willing to take personal risk to achieve a vision                     | 123 | 84  | 56  | 23  | 3.1 | Accepted |
| 2  | Engaging in behaviours that are perceived as new and counter is norms | 115 | 113 | 28  | 30  | 3.1 | Accepted |
| 3  | Sensitivity to staff needs  | 138 | 60  | 42  | 46  | 3.0 | Accepted |
| 4  | Having confidence on staff  | 33  | 22  | 107 | 124 | 1.9 | Rejected |
| 5  | Reward good work and use punishment only as a last resort             | 81  | 96  | 64  | 45  | 2.7 | Accepted |
|    | Significant mean value = 2.8  |     |     |     |     |     |          |

Analysis as shown on table 2 indicates that charismatic style of leadership on staff productivity has mean value of 2.8 in three main areas. These are, charismatic style of leadership is willing to take personal risk to achieve a vision ( $\bar{x} = 3.1$ ); engaging in behaviours that are perceived as new and counters to norms ( $\bar{x} = 3.1$ ) and sensitivity to staff needs ( $\bar{x} = 3.0$ ). The other two reasons namely that charismatic style of leadership does not have confidence on staff ( $\bar{x} = 1.9$ ) and reward good work and uses punishment only as a last resort ( $\bar{x} = 2.7$ ) have their mean value less than the significant mean value of 2.8.

**Findings**

Evidence from Table 1 showed that dictatorial style of leadership set goal individually controls discussion with followers, rewards obedience and punishes mistake and set policy and procedure unilaterally. In dictatorial style of leadership subordinates are not involved in planning. This agrees with the findings of Lewin (2012) that dictatorial leaders make decisions independently with little or no input from the rest of the group. In this type of leadership style, decision making is less creative and best applied to situations, where there is little or no time for group decision making. The author further found out that this kind of leadership style often results in a lack of creative solution to problems which can ultimately distort the performance of the group.

The results data analysis on Table 2 showed a positive response that charismatic style of leadership is willing to take personal risk to achieve a vision, engaging in behaviours that are perceived as new and counter to norms sensitivity to staff needs and rewards good work and uses punishment only as a last resort. This agrees with Okpaleke (2012) in his study that people are especially receptive to charismatic leader when they sense crisis, when they are under stress or under the influence of fear for one’s life. Northouse (2011) states that charismatic leadership provide in themselves and in their visions an opportunity for the follower to imagine himself and his society transformed into something entirely new.

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## Recommendations

There is need for staff to undergo in service training and refresher courses on the modern rudiments of leadership styles. This will enable them to adopt the appropriate leadership styles which will enhance staff productivity. The appointment of librarians should be based on competence and dedication to duty.

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