Influence of Leadership style on service delivery of Librarians in the National Library of Nigeria

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Abstract

The study evaluated the Influence of Leadership style on service delivery of librarians in the National library of Nigeria. The study adopted a survey design with a study population of 289 librarians in National library of Nigeria, total enumeration was used because the population was very few. A structured and validated questionnaire was used for data collection. Data was analyzed using the SPSS software, frequency distribution and percentages. The findings revealed that the leadership style utilized at the National Library of Nigeria was transactional and transformational styles of leadership. Further details from the analysis depict that all the indicators show high level of service delivery. The study concludes that the leadership style are important elements that can drive effective and efficient service delivery in the National library of Nigeria, for the sustenance of services delivery in the National library of Nigeria the present leadership style in the National library of Nigerian needs to be maintained.

Keywords: Leadership style, service delivery, librarians, National library

INTRODUCTION

Several factors have been found to influence service delivery in libraries. These factors include: availability of information resources, accessibility of information resources by users, technological adaptation, financial resources and infrastructure. Ilo, Idiagbeyan-ose and Adebayo (2015) have however, listed major challenges against service delivery in National library of Nigeria as well as other library institutions in the country as lack of infrastructural facilities, lack of e-resources equipment, inadequate qualified numbers of staff (Librarians), erratic power supply and lack of funds among many others. It might be possible that these factors may not be effective on their own without a good organizational culture and leadership style in the libraries. Therefore, organizational culture and leadership style could however be significant factors that may influence service delivery in an organization such as the National library of Nigeria.

A leader can also be described as a person who influ-

ences a group of people towards the achievement of a goal. Hicks and Given (2013) and Smith (2015) see a leader as one who selects, equips, trains and influences followers who have diverse gifts, abilities and skills and also focuses the followers to the organization's mission and objectives. Opeke (2018) also described the attributes of a leader as a person who goes beyond self-actualization and concentrates on the perceived quality of the dynamic relationships between subordinates and supervisors. A leader is an affluence to shaping and sharing relationship that would work together to achieve quality service delivery in libraries. Service delivery in Nigerian libraries can sometimes be measured with the quality of leadership the library possesses.

Leadership is about articulating visions, embodying values, and creating an enabling environment within which things can be accomplished. Schein (2010) described leadership as the ability to step outside the culture to start evolutionary change processes that are more adaptive. Drucker (2000) sees leadership as the lifting of

a man's vision to higher sights, or the rising of a man's performance to a higher standard by building his personality beyond his normal limitations. Leadership in librarianship setting can also be described as the manner or strategically means by which leaders influence and motivate their subordinates to accomplish and achieve the aims and objectives of the organization with less cost of human resources and timely delivery (Opeke, 2018). Nanjundeswaraswamy and Swamy (2014) opined that leadership behaviour can affect trust and satisfaction of employees in organization and organizational citizenship behaviour. Hence, leadership is very important in organizations such as libraries. Leadership in Nigerian libraries should be concerned with how to set a vision and sharing this vision with others; and how to provide and deliver services with innovation of new technologies to ease user's accessibility on constant demand of information needs. One possibility of achieving this is through the kind of leadership style that has been adopted.

Leadership style involves an intention to focus on the individual traits and characteristics as it influences the aims and objectives of the organization. Oladipo, Jamilah, Abdul, Jeffery and Salami (2013) explain that the success or failure of proper organizations, nations and other social units are largely credited to the nature of the leadership style. Therefore, leadership style is an attempt at influencing the activities of followers through communication process towards the attainment of targeted goals. Leadership style in general is the way by which a person uses power to influence or lead other people to achieve common goals. Scholars such as Oyelude and Oladele (2014) have identified varieties of leadership styles as follows: democratic, Laissez-faire, Autocratic or Authoritative, Particepative, Delegate and many more. The kind of leadership style adopted by any given library depends on the type and functionalities the leaders and the followers are engaged with in any situations or circumstances. One of the aims of leadership style in an organization is to enable managers get their people to willingly do what must be done and doing it well is the ultimate. Leadership style is the manner and approach of providing direction, implementing plan, and motivating people. In view of this, Levin (1939) led a group of researchers to identify different styles of leadership. Thegroup identified types of leadership styles as: Authoritative or Autocratic, Participative or Democratic and Delegate or Free Reign, Transformational, Transactional, Strategic, Laissez-faire, and Facilitative, Charismatic, Cross-cultural, Coaching and Visionary types of leadership styles in organizations. This study will be hinged on Transformational and Transactional leadership styles.

The National Library of Nigeria was established by the National Library Act of 1964. It is owned and maintained by the Federal Government of Nigeria. It is appropriate to note that every country has her own National Library that promote and preserve the knowledge of her citizen. The National Library of Nigeria is saddled with the responsibilities of collecting all copyright publications within and outside the country. The National library of Nigeria is centrally located in Abuja, which is the Headquarters and it maintains thirty (30) other branches in the capital cities of the States of the Federation. The National Library of Nigeria practices a decentralized National Library where each State reigns as a subordinate to the centre (Headquarters) within the Federation among all National Libraries world-wide.

The National Library of Nigeria needs a leadership style that would effectively deal with the complexities of the organizational settings and procedures of service delivery to users for enhancement of new trends of library innovation toward service delivery. Segun-Adeniran (2015) is of the opinion that appropriate use of leadership styles in Nigerian libraries would lead to more creativity and innovation especially in library services and information development in the country. It is on this note, however, that this study intends to holistically assess organizational culture and leadership style of librarians in the National Library of Nigeria and seeks to establish if any of the variables will have an influence on service delivery to meet the mandate of users' satisfaction.

STATEMENT OF THE PROBLEM

The National Library of Nigeria (NLN) is expected to provide services to meet the information needs of the society. Despite the importance of these expected services from the Library, The National Library of Nigeria (NLN) seems not to be providing adequate and effective service delivery to meet the expectations of the users. Authors like Seema (2013) and Aboyade (2017) repored that the National Library of Nigeria is also not effectively being utilized by the public as expected owing to the fact that most of the library resources are outdated. Likewise, Mohmmed (2015) asserted that there is no directory service delivery available in the National library to locate library web sites and no scholarly literature has been written on the topic on behalf of the institute. Therefore, services like reference, web-online catalogue public access catalogue (Web-OPAC), searching services, enquiry services including inter-library lending, users' education programme services and photocopiers are inadequate. Consequently, service delivery in the library by the Librarians is declining and unacceptable. Factors such as unavailability of information resources, problem of accessibility to information resources by users, technological adaptation and inadequate infrastructural facilities have been found to be influencing service delivery in the library.

Leadership style has been found in the literature that can impose negative approach on service delivery in libraries. This indicates that inappropriate leadership style in libraries can determine dwindling service delivery in libraries. Thus, a leadership style may adversely influ

ence service delivery in National Library of Nigeria. It is in view of these that this work investigates the influence of leadership style on service delivery of librarians in the National Library of Nigeria.

Objective of the study

The main objective of the study was to investigate the influence of leadership style on service delivery by librarians in National Library of Nigeria.

Specific objectives are to:

1.find out the types of service delivery available in National Library of Nigeria
2.examine the level of service delivery of librarians in National Library of Nigeria
3.ascertain the prevalent leadership style in National Library of Nigeria

Research Questions

The research answered the following questions:

1. What are the types of service delivery available in the National Library of Nigeria?
2. What is the level of service delivery by librarians in National Library of Nigeria?

3. What is the prevailing leadership style in National Library of Nigeria?

Hypotheses

The following null hypothesis was tested at 0.05 significance level.
H_0: Leadership style will not significantly influence on service delivery of librarians in the National library of Nigeria.

METHODOLOGY

The study adopted the survey research design. Population was 289, the researcher adopt total enumeration, The total population of the librarians working in the National Library of Nigeria was chosen because the researcher wants to exploit all data for potential homogeneous accuracy. On the other hand, the Library user's population was computed from the compiled list of the monthly statistics forwarded by the 26 branches of NLN to the Headquarters. The records were also obtained from the PSD. The population of library users showed a total of 43,474across the twenty-six (26) functioning state branches during the first half of the year 2019.The research instrument used for this study was a self-constructed questionnaire guided by the literature to obtain the needed data for this research.

RESULT

Service delivery available in the National Library of Nigeria

Table 1. Services Delivered by the National Library of Nigeria

	Always Available Freq. (%)	Available Freq. (%)	Rarely Available Freq. (%)	Not Available Freq. (%)	Mean ($\overline{x}$)	Standard Deviation (SD)
Circulation services	63 (26)	169 (69.8)	3 (1.2)	7 (2.9)	3.19	0.59
References services	61 (25.2)	158 (65.3)	21 (8.7)	2 (0.8)	3.15	0.59
Customer's services	24 (9.9)	144 (59.5)	69 (28.5)	5 (2.1)	2.77	0.65
Current awareness services	30 (12.4)	126 (52.1)	82 (33.9)	4 (1.7)	2.75	0.69
Collection development services	29 (12)	127 (52.5)	80 (33.1)	6 (2.5)	2.74	0.70
Technical services	26 (10.7)	129 (53.3)	84 (34.7)	3 (1.2)	2.74	0.66
User's education services	36 (14.9)	112 (46.3)	87 (36)	7 (2.9)	2.73	0.74

Table 1. Continuation

Inter library lending services	30 (12.4)	112 (46.2)	97 (40.1)	3 (1.2)	2.70	0.70
Selective dissemination of information	18 (7.4)	112 (46.3)	109 (45)	3 (1.2)	2.60	0.64
E-resources/ICT's services	19 (7.9)	99 (40.9)	121 (50)	3 (1.2)	2.55	0.66
Average Overall Mean					**2.79**	**0.66**

Source: Field Survey 2020
KEY: ***Decision Rule if mean is less or equal to 1.49=Not Available; 1.5 to 2.49 = Rarely Available; 2.5 to 3.49 =Available; 3.5 to 4= Always Available

Table 1 reveals generally that services were available at the National Library of Nigeria ($\overline{x}$=2.79). Some of the services indicated to be available at the National Library of Nigeria were; circulation services ($\overline{x}$=3.19), reference services ($\overline{x}$=3.15), customer's services ($\overline{x}$=2.77), current awareness services ($\overline{x}$=2.75), selective dissemination of information ($\overline{x}$=2.60) and E-resources/ICT services ($\overline{x}$=2.55). However, it should be noted that none of the services were always available at the national library of Nigeria. This implies that none of the services were always available at the National library of Nigeria. Furthermore, the result indicated that electronic resources and ICT sevices seems to be the lowest services that are availabe which by implication, suggest that at the National Libarary of Nigeria there seems to be a week provision of electronic resources services for users to utilize.

Level of service delivery by librarians in National Library of Nigeria

Table 2. Level of Service Delivery by Librarians at the National Library of Nigeria

Variables	VH Freq. (%)	H Freq. (%)	L Freq. (%)	VL Freq. (%)	Mean $\overline{x}$	Standard Deviation (SD)
Empathy (Mean = 3.10, SD = 0.46)						
To what extent do librarians understand the specific needs of users before attending to them in the National Library of Nigeria?	43 (17.8)	189 (78.1)	10 (4.1)	-	3.14	0.45
Please, evaluate the general behaviour of the librarians working in the National Library of Nigeria	40 (16.5)	188 (77.7)	14 (5.8)	-	3.11	0.46
To what extent does the librarians show individualized attention to users in the National Library of Nigeria?	34 (14)	197 (81.4)	11 (4.5)	-	3.10	0.42
Does the library place users' best interest at heart in the National Library of Nigeria? At what rate?	37 (15.3)	191 (78.9)	14 (5.8)	-	3.10	0.45
Are Librarians approachable by users in the National Library of Nigeria?	35 (14.5)	194 (80.2)	13 (5.4)	-	3.09	0.44
What is the level at which users are helped by librarians to achieve success in the National Library of Nigeria	38 (15.7)	186 (76.9)	17 (7.0)	1 (0.4)	3.08	0.49
Kindly rate the level of care provided by librarians to users in the National Library of Nigeria.	40 (16.5)	181 (74.8)	20 (8.3)	1 (0.4)	3.07	0.51
Accessibility (Mean = 2.93, SD = 0.62)						
To what level is reference services accessible to users in the National Library of Nigeria?	45 (18.6)	173 (71.5)	21 (8.7)	3 (1.2)	3.07	0.56
Circulation services is open and accessible to every user at ……. level in the National Library of Nigeria	32 (13.2)	177 (73.1)	32 (13.2)	1 (0.4)	2.99	0.53

Table 2. Continuation

					Mean	SD
The accessibility of selective dissemination of information service delivery by librarians to users is rated ....in the National Library of Nigeria	34 (14)	160 (66.1)	46 (19)	2 (0.8)	2.93	0.60
Technical services are made accessible to users at the rate of ...... level in the National Library of Nigeria	43 (17.8)	139 (57.4)	59 (24.4)	1 (0.4)	2.93	0.66
To what level is the accessibility of inter- library lending services in the National Library of Nigeria	45 (18.6)	117 (48.3)	78 (32.2)	2 (0.8)	2.85	0.72
Selective dissemination of information services in the National Library of Nigeria are made accessible to users at what level?	32 (13.2)	130 (53.7)	80 (33.1)	-	2.80	0.65
Reliability (Mean = 2.92, SD = 0.60)						
Please, measure the level of reliability of librarians in the provision of references services in the National Library of Nigeria	33 (13.6)	174 (71.9)	35 (14.5)	-	2.99	0.53
Are librarians in the National Library of Nigeria reliable in the provision of technical services to users?	39 (16.1)	162 (66.9)	41 (16.9)	-	2.99	0.58
Kindly rate the level of reliability of Librarians as it relates to service provision in the National Library of Nigeria.	46 (19)	140 (57.9)	56 (23.1)	-	2.96	0.65
How will you rate the reliability of librarians in the provision of current awareness services in the National Library of Nigeria?	34 (14)	158 (65.3)	50 (20.7)	-	2.93	0.59
To what level are the librarians reliability in the provision of collection development services in the National Library of Nigeria?	37 (15.3)	151 (62.4)	54 (22.3)	-	2.93	0.61
Services provided in the circulation department in the National Library of Nigeria are reliably	32 (13.2)	161 (66.5)	47 (19.4)	2 (0.8)	2.92	0.60
Librarians in the National Library of Nigeria are reliably open to provide ICT related services at the rate of .... level	27 (11.2)	113 (46.7)	101 (41.7)	1 (0.4)	2.69	0.67
Tangibility (Mean = 2.91, SD = 0.60)						
To what level is the dressing appearance of the librarians in the National Library of Nigeria ?	39 (16.1)	164 (67.8)	38 (15.7)	1 (0.4)	3.00	0.58
The available physical facilities that enhances service delivery in the National Library of Nigeria is well maintained at what level?	24 (9.9)	184 (76)	34 (14)	-	2.96	0.49
Rate the level of condition of the library resource software facilities available in the National Library of Nigeria	36 (14.9)	152 (62.8)	54 (22.3)	-	2.93	0.61
To what level are librarians physically present in the provision of library services in the National Library of Nigeria	41 (16.9)	140 (57.9)	61 (25.2)	-	2.92	0.65

Table 2. Continuation

Kindly rate the aesthetic appearance of the National Library of Nigeria to the teaming users	33 (13.6)	156 (64.5)	52 (21.5)	1 (0.4)	2.91	0.60
Does the National Library of Nigeria have an up-to-date equipment to provide computer software facilities for efficient services delivery to users?	35 (14.5)	149 (61.6)	58 (24)	-	2.91	0.61
Please, rate the atmospheric conditions of the National Library of Nigeria for effective service delivery	26 (10.7)	133 (55)	81 (33.5)	2 (0.8)	2.76	0.65
Responsiveness (Mean = 2.88, SD = 0.65)						
How will you rate the time taken to respond to users need at the circulation service desk by librarians in the National Library of Nigeria	44 (18.2)	167 (69)	31 (12.8)	-	3.05	0.56
At what level does Librarians in the National Library of Nigeria response to users request in providing current awareness services?	40 (16.5)	156 (64.5)	41 (16.9)	5 (2.1)	2.95	0.65
Please, measure the Librarian's responsiveness in delivering services to users from the circulation department in the National Library of Nigeria	38 (15.7)	143 (59.1)	61 (25.2)	-	2.91	0.63
Kindly rate the level of the librarian's responsiveness in the provision of SDI Services to users in the National Library of Nigeria	31 (12.8)	150 (62)	61 (25.2)	-	2.88	0.61
Rate the responsiveness of librarians in the provision of technical services to users in the National Library of Nigeria	37 (15.3)	128 (52.9)	77 (31.8)	-	2.83	0.67
Responses by librarians in attending to users in the ICT department in the National Library of Nigeria is always	34 (14)	118 (48.8)	90 (37.2)	-	2.77	0.68
The responsiveness to library rules for 'OPAC' usage in the library by users, helps librarians in delivering their services to .... level in the National Library of Nigeria	42 (17.4)	99 (40.9)	101 (41.7)	-	2.76	0.73

Table 2. Continuation

Availability (Mean = 2.80, SD = 0.63)						
To what level is the availability of circulation services in the National Library of Nigeria to users by the librarians	26 (10.7)	209 (86.4)	5 (2.1)	2 (0.8)	3.07	0.40
Rate the level of availability of reference services in the National Library of Nigeria	31 (12.8)	166 (68.6)	41 (16.9)	4 (1.7)	2.93	0.60
Collection development services are carried out in the National Library of Nigeria at the extent rate of ...... level	27 (11.2)	137 (56.6)	76 (31.4)	2 (0.8)	2.78	0.64
Kindly rate the availability of Selective dissemination of information services in the National Library of Nigeria	31 (12.8)	121 (50)	87 (36)	3 (1.2)	2.74	0.69
What level are the technical services available in the National Library of Nigeria	25 (10.3)	131 (54.1)	82 (33.9)	4 (1.7)	2.73	0.66
Inter library loan services are readily available to users at the rate of .... in the National Library of Nigeria	30 (12.4)	106 (43.8)	102 (42.1)	4 (1.7)	2.67	0.71
The availability of ICT services in the National Library of Nigeria is at what level	29 (12)	102 (42.1)	108 (44.6)	3 (1.2)	2.65	0.70
Average Overall Mean					**2.92**	**0.59**

Source: Field Survey 2020
KEY: VH=Very High, High=High, L=Low, VL=Very Low ***Decision Rule if mean is less or equal to 1.49 = Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49 =High; 3.5 to 4= Very High

Table 2 shows generally that there was high level of service delivery by librarians at the National Library of Nigeria ($\overline{x}$=2.92). Further details from the analysis depict that all the indicators show high level of service delivery. However, empathy ($\overline{x}$=3.10) had the highest rating on the services that are provided in the National Library. Details indicated that the librarians understand understand the specific needs of users before attending to them in the National Library of Nigeria ($\overline{x}$=3.14), this is followed by a positive evaluation of the general behaviour of the librarians working in the National Library of Nigeria within the context of showing empathy to use which was positive ($\overline{x}$=3.11). Accessibility ($\overline{x}$=2.93) was also rated to be highly provided. A statistical look at the result revealed that under accessibility, the librarians indicated that reference services was the most accessible services to users ($\overline{x}$=3.07) in the National Library of Nigeria. This is followed by Circulation services ($\overline{x}$= 2.99). However, under the accessibility of library services, inter- library lending ($\overline{x}$=2.85) and Selective dissemination of information ($\overline{x}$=2.80) was rated lowest as the services that are accessible to users in the National Library of Nigeria.

In continuation, the other services that were rated high in terms of reliability ($\overline{x}$=2.92) are reference services ($\overline{x}$= 2.99) and technical services ($\overline{x}$= 2.99) but ICT related service was not reliably provided by the National library ($\overline{x}$= 2.69). Likwise in terms of tangibility ($\overline{x}$=2.91); the dressing appearance of the librarians in the National Library seems to be good with the high mean of ($\overline{x}$=3.00) while the atmospheric conditions of the National Library of Nigeria for effective service delivery was rated lowest. This implies that the physical environment of the national library may not be conducive for work ($\overline{x}$=2.76). These were followed by responsiveness ($\overline{x}$=2.88) and availability ($\overline{x}$=2.80). For responsiveness, the reported indicate that the time taken to responds to users is high with mean score of ($\overline{x}$=3.05) but the rate of assistance on the use of OPAC was rated lowest in terms of responsiveness ($\overline{x}$=2.76). Finally, under the indicator of availability, circulation services were rated to be highly available ($\overline{x}$=3.07) followed by reference services while ICT services was rated lowest ($\overline{x}$= 2.65). The implication of this analysis is that librarians at the National library had slightly higher level of service delivery in terms of empathy, accessibility, reliability and tangibility than responsiveness and availability.

Leadership style in National Library of Nigeria

Table 3. Leadership Style in the National Library

Variables	SA Freq. (%)	A Freq. (%)	D Freq. (%)	SD Freq. (%)	Mean $\overline{x}$	Standard Deviation (SD)
Transactional (Mean = 3.15, SD = 0.45)						
My library heads clarify tasks requirements and demand results regardless of the quality of resources provided to staff	46 (19)	191 (78.9)	5 (2.1)	-	3.17	0.43
My librarian often rewards or punishes us based on how we perform our duty	49 (20.2)	184 (76)	8 (3.3)	1 (0.4)	3.16	0.48
My library head always set clear goals for me to strictly follow-up	48 (19.8)	185 (76.4)	8 (3.3)	1 (0.4)	3.16	0.47
My library head allows me to realize my own interests to reduce workplace anxiety	41 (16.9)	195 (80.6)	6 (2.5)	-	3.14	0.42
My library head corrects my actions before enforcing rules all the time	42 (17.4)	193 (79.8)	6 (2.5)	1 (0.4)	3.14	0.44
My librarian is keen about me obeying his commands and instructions	44 (18.2)	185 (76.4)	13 (5.4)	-	3.13	0.47
She closely monitors me to ensure I perform my duties diligently	38 (15.7)	195 (80.6)	9 (3.7)	-	3.12	0.42
Transformational (Mean = 2.95, SD = 0.56)						
My Supervisor do encourage me to take great ownership of my work	34 (14)	193 (79.8)	15 (6.2)	-	3.08	0.44
My librarian respects my contribution to the team	26 (10.7)	187 (77.3)	28 (11.6)	1 (0.4)	2.98	0.49
My librarian keeps open communication	31 (12.8)	173 (71.5)	33 (13.6)	5 (2.1)	2.95	0.59
My library head stimulates and encourage creativity in us	39 (16.1)	149 (61.6)	53 (21.9)	1 (0.4)	2.93	0.63
My library head believes respect is earned not commanded	34 (14)	159 (65.7)	47 (19.4)	2 (0.8)	2.93	0.60
My library head advocate assumptions, takes risks and solicits ideas from staff when making important decisions	35 (14.5)	152 (62.8)	53 (21.9)	2 (0.8)	2.91	0.62
My library head know my strengths and weaknesses so as to optimize my performance	22 (9.1)	166 (68.6)	53 (21.9)	1 (0.4)	2.86	0.56
Average Overall Mean					**3.05**	**0.50**

Source: Field Survey 2020
KEY: SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree***Decision Rule if mean is less or equal to 1.49=Strongly Disagree; 1.5 to 2.49 = Disagree; 2.5 to 3.49 =Agree; 3.5 to 4= Strongly Agree

Table 3 reveals the responds of librarians as it regards to their leadership style in the National Library of Nigeria. Based on the result on the table librarians agreed that there exists a style of leadership at the National Library of Nigeria ($\overline{x}$=3.05). The leadership style utilized at the National Library of Nigeria were the transactional ($\overline{x}$=3.15) and transformational ($\overline{x}$=2.95) styles of leadership. However, the prevailing leadership style in National Library of Nigeria is the transactional leadership style transactional ($\overline{x}$=3.15). Under the transactional leadership style the ability of library heads to clarify tasks requirements and demand results regardless of the quality of resources provided to staff was rated high with a mean score of ($\overline{x}$=3.17). This is followed by the library been able to reward or punishes librarians based on their level of performance with a mean score of ($\overline{x}$= 3.16) but under this style of leadership monitoring to ensure librarians perform their duties diligently was rated lowest ($\overline{x}$=3.12).

Furthermore, the transactional style of leadership was followed by transformational leadership style at the National library Nigeria ($\bar{x}$=2.95) where the respondents rated high the ability of superiors to encourage them to take great ownership of their work ($\bar{x}$=3.08) followed by respects for librarians $\bar{x}$=2.98 while the poor knowledge of the strength and weekends of librarians as it relates to work optimization was rated lowest ($\bar{x}$=2.86).

Test of Hypotheses

H_0: Leadership style will not significantly influence on service delivery of librarians in the National library of Nigeria.

Table 4 Influence of Leadership Style on Service Delivery

Variables	B	Std. Error	Beta (β)	t	P	R^2
(Constant)	22.256	6.373		3.492	0.001	0.496
Leadership Style	2.285	0.149	0.704	15.372	**0.000**	

Source: Field Survey 2020
Note: β= Standardized Coefficient, significant at 0.05

Table 4 shows that leadership style has a significant influence on the service delivery of librarians in the National library of Nigeria (R^2= 0.496, β= 0.704, t =15.372, $p<0.05$). The model shows that leadership style explains 49.6% variation in (R^2= 0.496) service delivery of librarians in the National Library. This implies that leadership style predicts the service delivery of National Library librarians. Hence, the null hypothesis which states that leadership style will not significantly influence service delivery of librarians in the National library of Nigeria was rejected. Leadership style positively significantly influenced service delivery of librarians in the National Library. This suggests that increased utilization of leadership style will lead to improved service delivery of librarians in the National library.

Table 5 Influence of Leadership Style on Service Delivery

Variables	B	Std. Error	Beta (β)	t	p	Adj.R^2	F	Df	P
(Constant)	22.909	6.128		3.738	0.000	0.532	138.25	2	**0.000**
Transformational	3.290	0.263	0.600	12.515	**0.000**				
Transactional	1.313	0.257	0.245	5.112	**0.000**				
Dependent Variable: Service Delivery									

Source: Field Survey 2020
Note: β= Standardized Coefficient, significant at 0.05

Table 5 shows that leadership style has a significant influence on the service delivery of librarians in the National library of Nigeria (*Adj. R^2*= 0.532, $F(2, 239)$ = 138.25, $p< 0.05$).The model shows that leadership style explains 53.2% variation in (*Adj. R^2*=0.532)service delivery of librarians in the National Library. This implies that the linear combination of the dimensions of leadership style predicts the service delivery of National Library librarians. Hence, the null hypothesis which states that leadership style will not significantly influence service delivery of librarians in the National library of Nigeria was rejected.

From the relative perspective, transformational (β= 0.600, t =12.515, $p<0.05$) and transactional (β= 0.245, t =5.112, $p<0.05$) leadership styles positively significantly influenced service delivery of librarians in the National Library. This suggests that increased utilization of transformational and transactional leadership styles will lead to improved service delivery of librarians in the National library. The analysis shows that a standard deviation unit increase in transformational leadership style and transactional leadership style will lead to 60% and 24.5% increment in librarians' service delivery at the National library. This also shows that transformational leadership style individually is a stronger predictor of librarians' service delivery than transactional leadership style at the National library.

DISCUSSION OF FINDINGS

Types of service delivery available in the National library of Nigeria: This research question one sought to find out the types of service delivery available in the National Library of Nigeria. The findings of this study revealed that, services are available at the National Library of Nigeria. Some of the services that are available in the National library of Nigeria include: circulation services, reference services, customer's services, current awareness services, selective dissemination of information and e-resources/ICT services. This agrees with Yaya, Opeke and Onuoha (2016) who reported in their study that service delivery by librarians in the University libraries was high but were quick to state that despite the high level of service delivery, libraries do not have adequate infrastructural resources in providing these services to their patrons. Perhaps, one can empirically argue that the reason why some service delivery in the National library of Nigeria are inversely available may be as a result of lack of infrastuctural resources to deliever some of these services to the users. This mesans that the National library cannot always deliver services in a regular manner in the absence of adequate and efficient means of delivering services to their users.

Furthermore, among the services that are not regularly provided are the e-resources/ICT services. This study corroborates with Omeluzor (2018) who in his study on the use of information and communication technology (ICT) for selective dissemination of information (SDI) and current awareness services (CAS) in university libraries in the South-West zone of Nigeria reported that most university libraries do not use ICT to deliver SDI and CAS. However, the study reported that erratic internet services, insufficient training, inadequate ICT skills, and low support for ICT were hindrances towards ICT use. It is based on this finding that this present study tends to assert the factors that may have been responsible for not always providing ICT related service by the National library of Nigeria may be as a result of poor internet connectivity, poor ICT skills and erratic power supply as it is a common phenomenon in public establishments in Nigeria. Therefore, the integration of ICTs in library services must be enhance and the respective skills needed adequate suport to advance the provision of library service by librarians must be acquired for effective ICT service deliever and provision of electronic resources. Emezie and Nwaohiri (2015) reported that service delivery in libraries cannot function effectively without skilled librarians which are the human resources that determine effectiveness in service delivery. However, in contrast with this study, the librarians who work in the National library of Nigeria are well trained. This means that, the provision and delivery of services should highly be effective.

Level of service delivery by librarians in National Library of Nigeria: The finding of the study revealed that there was a high level of service delivery by librarians at the National Library of Nigeria. The implication of this analysis is that librarians at the National library of Nigeria had slightly higher level of service delivery in terms of availability, accessibility, reliability, tangibility and empathy than responsiveness, although, other studies rated sevice delivery in the National library of Nigeria to be low Adebayo (2015). This may be as a result of responsiveness of some librarians at the infrastructural and ICTs sections that lacked facilities ought to improve service delivery in term of the provision of physical library equipment facilities to aid networking services of the organization. This finding also negates Ilo, Idiegbeyan-ose and Adebayo (2015) who reported in their study that the provision of some reference services such as thesis and intellectual project works is low in the the National library of Nigeria.

Prevailing leadership style in the National Library of Nigeria: The finding of the study reveals that there is a leadership style at the National Library of Nigeria. However, the prevailing leadership style being utilized at the National library of Nigeria is the transactional leadership style followed by the transformational style of leadership. The finding of this study is in agreement with Makinde (2017) who argued that Nigerian libraries need a transformational leadership style. He was of the view that a transformational leadership willl enable the library solve problems using good judgment. It will help the library to become productive, work under pressure and take responsibility for their actions as well as accept errors associated with service delivery. This means that transformational leadership style makes librarians to effectively perform their duties.

The finding of this study is also agrees with Duren (2013) on transformation leadership style as he reiterated that transformational leadership style encourages change especially in a strong traditional institution as the library. Hence, transformational leadership style is needed in the National library to assist in the transformation of the library for providing efficient and effective service delivery. However, at the National library of Nigeria, the previling leadership style of transactional style of leadership is becoming worrisome. The findings of the study therefore acknowledge the empirical assertion of Balwant (2016) who establishes that the transaction leader focuses on the use of rewards and punishments in order to achieve compliance from the followers. He went further to state that a transactional leadership style in a given organization could frequently get more results from the employees using policies of autocracy or authority, to seek to maintain status-quo and not to aim for the future progression.

CONCLUSION

The study has succeeded in investigating the influence of organizational culture and leadership style on service delivery by librarians in National Library of Nigeria. The

study concludes that the level of service delivery in the National library is high and that organizational culture had a positive significant influence on service delivery of librarians in the National Library of Nigeria, Leadership style has a significant influence on the service delivery of librarians in the National library of Nigeria and there was a joint influence of Organizational culture and leadership style on service delivery by librarians in the National library of Nigeria. Therefore, leadership styles are important elements that can drive effective and efficient service delivery in the National library of Nigeria. Conclusively, for the sustenance of services delivery in the National library of Nigeria, the present leadership style in the National library of Nigerian needs to be maintained.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

1.   Even though the study revealed that the level of service delivery by librarians in the National Library of Nigeria is high, there is need to sustain the service delivery as well as to add more services that was not within the scope of this study. This is important because it will help with the ongoing effort of repositioning the National library of Nigeria.

2.   The study revealed that the prevailing leadership style is the transactional leadership. Hence, this study recommends that the leadership of the National library should adopt more of transformational leadership style to total inclusiveness in the management of the National library of Nigeria.

3.   This recommends that as a matter of policy, the National library of Nigeria should look into the consistent provision of services in the library. Hence, the study recommends that the federal ministry of education should look more into help the National library achieve its mandate by providing the needed resources for the library to sustain the provision of its services to the society at large.

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