

A Review of Leadership Theories, Principles, Styles and their Relevance to Management of Health Science Libraries in Nigeria

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Abstract

This paper examines the concept of leadership generally and its relevance towards improving health science library management. The leadership of a health science library should be a good leader that will apply strategic management and selfless devotion to the organization in order to ensure that the fundamental aims and objectives of the organization are achieved through the application of leadership styles, principles and practices. The relevance of leadership concept to health science library is a key factor to effective management, use of information resources and knowledge sharing in health science library. This enables the library to move forward and to be successful in the near future as it is certain that access to and use of information is critical for teaching, research, education and healthcare management. The paper begins with overview of the meaning and concept of leadership and then followed with an examination of different leadership theories, principles and styles of leadership. This paper concludes that success is certain in health science libraries, if the application of the leadership styles, principles and theories are properly applied in health science library management. This will offer great opportunity to heads of libraries and other staff to provide access to quality health information for medical practitioners who must be up to date and timely.

Keywords

Leadership, Theories, Styles, Principles, Management, and Health Science Library

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1. Introduction

Leadership continues to be a topic of interest in the management literatures but there is no universal definition of leadership. Hannay [19] asserts that there is no agreement on the fact that leadership involves an influencing process between leaders and followers to ensure achievement of organizational goals. Generally, it is the act of directing and controlling the activities of a group who are willing to be led by a person. To many, leaders are not born but made. In order to be a good leader focus are now on skills and ability rather than personal qualities and behavioural characteristics. A

good leader is made through the process of self-study, education, training and experience.

Leadership is defined by various scholars from different perspective namely: competency /trait perspective, behavioural perspective, contingency perspective, transformational etc. Leadership is defined by Webster dictionary as guiding, conducting, proceeding or being foremost among a group of people. It is the process of developing ideas and a vision, living by values that support those ideas and vision, influencing people or groups to embrace their own behaviours, and making decisions about human and other resources to achieve organizational goals.

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Northouse [29] and Rowe [38] viewed leadership as a process whereby an individual influences a group of individuals to achieve a common goal and success of the organization. This definition is in line with Jago [22], which sees leadership as the process of influencing people and providing them an environment to achieve team or organizational objectives. Leadership is all about listening to people, supporting and encouraging them and involving them in the decision making and problem solving processes. Abbasialiya [1] looked at leadership from the perspective of employees, as comprising of everything a leader does that affects the achievement of objectives and the well-being of employees and the organization.

Leadership refers to that kind of direction which a person can give to a group of people under him, in such a way that the group will accomplish its objectives timely and efficiently using all the resources at the disposal of the group. It is the art or process of influencing people so that they will work willingly towards the achievement of group goals. It is about building teams and developing their ability to make decisions. Leadership implies change and influence and it is most important ingredient to the life and success of any organization. Olorube, [34] defines Leadership as involving all types of responsibility aimed at achieving particular ends by applying the available resources (human and material) and ensuring a cohesive and coherent organization in the process. Leaders often have management responsibilities. Leaders innovate, inspire, trust, make long-range plans, initiate and motivate people to effectively perform their duties, roles and responsibilities and these are principles guiding the leadership responsibilities in health or medical libraries.

Health science/Medical Libraries need good leaders that will have the ability to influence the behaviour of subordinates and persuade them to follow a right course in order to achieve the aims and objectives of the parent institutions. They serve as major resource centres that facilitates the flow of information through which quality health education, research and patient care are achieved. These libraries house health information resources and are effective in the dissemination of information needs of clientele in and out of medical school and teaching hospital environment. It can be noted that the role of leadership is significant for success of any organization and that it has been observed that leadership plays a critical role in the failure and success of an establishment.

A good leadership is important and the application of the theories, principles and styles is a guide to good leadership in everyday work. A good leader needs to be a successful leader because it is what you does that makes you successful. By applying leadership principles you can improve your team and yourself in the organization. Leadership is not a title

rather it is the principles and action that makes a good leader.

Over times, a number of theories of leadership have been proposed. Early leadership theories focused on what qualities that distinguished leaders from followers. Charry [12] pointed out that there are traits, behaviours, attributes and situations that can influence actions of a leader. Michael [26] pointed out that current leadership theories described leaders based on traits or how the influence and power are used to achieve objectives of the organization, there are other contemporary researchers also in the field such as Northouse [30], Greenleaf [18] and Bass [6]. This paper will follow the line of Charry [12] that classified leadership theories into eight major types which will be explained later. These are as follows:

- i. Great Man Theory
- ii. Trait Theory
- iii. Behavioural Theories
- iv. Participative Leadership
- v. Situational Leadership
- vi. Contingency Theory
- vii. Transactional Leadership
- viii. Transformational Leadership

Leadership has been studied and researched for a number of years, resulting in numerous theories, styles and principles. The effectiveness of a leader depends on the leadership style that is adopted in a given situation. Ng'ethe et al [28] described leadership style as the particular behaviour applied by a leader to motivate his subordinates to achieve the objectives of the organization. Nwokoha and Iheriohanma [32] as well as Ushie et al [46] agreed that leadership style entails those characteristics of individual leaders which are typical across situations. Goleman et al [15] list six leadership styles that have different effects on workers in organisations. According to them, these are styles that any leader can use for effectiveness and innovations in work place. The leadership styles are Autocratic, Democratic, Laissez-faire, charismatic, Bureaucratic. Other leadership styles which have been discussed by theorists include situational, transformational and transactional leadership styles. Swarup [43] posited that it is the style of leadership that makes a manager the most powerful entity. Despite the many diverse styles of leadership, a good or effective leader inspires, motivates, and directs activities to help achieve group or organizational goals. On other hand, an ineffective leader does not contribute to organizational progress [Ng'ethe et al, 28]. Enen [13] and Avolio et al [4] noted that a leader is at liberty to choose his style of leadership from the several propounded theoretical styles

The overall purpose of this paper is to examine the various ways in which leadership style, principles and theories are relevant to management of health science library. Leadership transforms potential into reality. Leadership is the ultimate act which brings to success all of the potential that is in an organization and its people. The ability of the leadership to inspire, motivate and influence the employee leads to effectiveness and improves the provision of health information resources and its accessibility to the users. Effective leadership is a key factor in the life and success of an organization

2. Leadership Theories

According to Hannay [19], leadership theories have evolved from a focus on traits, to behaviours, to contingency theories, to more contemporary approaches including servant leadership theory to transactional and transformational theories which focus on skills and abilities. Bass [5] and Stogdill [42] explained the leadership development which focuses on leadership personality trait that leads people naturally into leadership roles and responsibilities. The skills approach differs from the traits approach in that skills and abilities can be learned while traits cannot be learned. Charry [12] noted that scholarly interest in leadership increased significantly during the early part of the twentieth century. He identified eight major leadership theories.

Most theories view leadership as grounded in one or more of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or, as they are more commonly referred to, leadership skills. In virtually all of the more dominant theories there exist the notions that, at least to some degree, leadership is a process that involves influence with a group of people toward the realization of goals.

2.1. Great Man Theory

Great man theory assumes that the capacity for leadership is inherent, that great leaders are born, not made. This theory often portrays leaders as heroic, mythic and destined to rise to leadership when needed. Ololube [34] believed that the "term great man" was used because, at the time, leadership was thought of primarily as a male quality, especially military leadership.

2.2. Trait Theory

Similar in some ways to great man theory, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership. This theory illustrates the idea that great leaders have certain common character traits

that leads to effective leadership. Good leaders are born, not made'. The traits associated with proficient leadership are honest, intelligent, great sense of humour, initiative, persistence, ambition, desire to excel, competent, integrity and conviction, responsibility, insight, self-confidence and inspiration. Kouzes (2008) opined that the most desirable and important trait is "Honesty". He went further to states that statistics has shown that honesty is indeed one best trait a leader must possess. Honesty is enormously crucial in leadership therefore, a leader should possess the characteristics (traits) mentioned in this context to be successful in an organisation for the purpose of efficiency and achievability between the leader and followers.

2.3. Behavioural Theory

Behavioural theory of leadership is based on the belief that great leaders are made, not born. This leadership theory focuses on the actions of leaders not on intellectual qualities or internal states. According to the behavioural theory, people can learn to become leaders through training and observation. Naylor [27] noted that interest in the behaviour of leaders has been stimulated by a systematic comparison of autocratic and democratic leadership styles. It has been observed that groups under these types of leadership perform differently. Behavioural Theory assumes Leaders can be made, rather than are born which means that, people can learnto become leaders through teaching and observation.

2.4. Participative Theory

Participative leadership theory suggests that the ideal leadership style is one that takes the input of others into account. These leaders encourage participation and contributions from group members and help group members feel more relevant and committed to the decision-making processes. People are more committed to actions where they are fully involved in the relevant decision-making. In participative theory, however, the leader retains the right to allow the input of others. Lamb [24] asserted that manager who uses participative leadership, rather than making all the decisions, seeks to involve other people, thus improving commitment and increasing collaboration, which leads to better quality decisions and a more successful business.

2.5. Contingency Theory

Contingency theory of leadership focus on particular variables related to the environment that determines which style of leadership is best suited for a particular work situation. According to Charry [12], no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features Naylor [27] and Lamb [24]

stated that effective leadership depends on the degree of fit between a leader's qualities and leadership style and that of specific situation.

2.6. Situational Theory

Situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate. In other instances where group members are skilled experts and expect to be treated as such, a democratic style may be more effective. The best action of the leader depends on a range of situational factors. When a decision is needed, an effective leader does not just fall into a single preferred style

2.7. Transactional/Management Theory

Management theory also known as transactional theory is based on a system of transactional theory focuses which on the role of supervision, organization, and group performance of reward and punishment. Managerial theory is often used in organizations when employees are successful. Charry [12] further reiterated that when employees are successful, they are rewarded and when they fail, they are reprimanded or punished. The objective of the transactional leader is to ensure that barriers to goal attainment must be removed in order to achieve stated goals.

2.8. Relationship/Transformational Theory

Relationship theory/ transformational theory focus on the connections formed between leaders and followers. In this theory, leadership is the process by which a person engages with others and is able to "create a connection" and this results in increased motivation and morality in both followers and leaders. Relationship theory is often compared to charismatic leadership theory in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers. Amanchukwu, Stanly and Ololube [3] asserted that transformational leadership is a process in which leaders and followers help each other to advance to a higher level of morale and motivation. They went further to say that leaders' qualities, coupled with follower engagement, lead to effective leadership.

2.9. Servant Leadership Theory

Walker [47] opined that earliest theories are behaviourally based, while servant leadership emerges from a leader's principles, values, and belief. Hannay [19] introduced the

concept of servant leadership. According to him servant leaders are driven to serve first rather than to lead. The focus on servant leader is to serve others to be all that they are capable of becoming. Spears [40] built on the works of Greenleaf [18] listed ten characteristics representing a servant leader: (a) listening, (b) empathy, (c) vision, (d) awareness, (e) persuasion, (f) conceptualization, (g) foresight, (h) stewardship, (i) commitment and trust (j) listening and encouragement etc. Stone et al stated that while transformational leader and servant leader both show concern to their follower. The overriding focus of servant leader is upon services to the followers.

2.10. Skills Theory

This theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means refuses to acknowledge the connection between inherited traits and the capacity to lead effectively, but argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. Wolinski [48] believed in skills theory and he demands that considerable effort and resources be devoted to leadership training and development.

3. Leadership Styles

Leadership styles are the approaches used to motivate followers. It is useful to possess a thorough understanding of the different leadership styles as it will increase one's knowledge to lead effectively. Leadership Style refers to the types of method adopted by a leader in a particular situation in order to achieve group goals and objectives. To Lawal [25], the term is used to describe the manner in which a person exercises leadership in relation to the treatment of people and tasks. There are a number of factors that can help to determine which type of leadership style is most effective. Sabnett and Ross [39] submitted that leadership styles are important for effectiveness of services and that Directors should possess leadership skills to appropriately lead and manage their departments. Leadership styles should be selected to fit organizations, situations, groups, and individuals. Effective leadership is crucial to the proper operation and survival of an organization especially the health science libraries in Nigeria.

Different situations require different types of degree of support and guidance from the leader. Glantz [14] emphasized the need for a manager to find his leadership style. Akpala [2] classified leadership and leadership styles into four namely: autocratic, paternalistic, and participative and laissez-faire leadership styles, Goleman et al [15] described six leadership styles that have different effects on

the emotions of workers in organisations. According to them, these are styles that many leaders can use. They are as follows:

3.1. Autocratic Leadership Style

Autocratic leadership is an extreme form of transactional leadership, where leaders have complete power over staff and decisions are made without consulting with others staff and team members, whether it is in the best interest of the team or organization. It is a kind of style adopted by leaders through the use of threats or punishment in getting things done. The benefit of autocratic leadership is that decisions are made quickly and the work to implement those decisions can begin immediately. In terms of disadvantages, most staff resent being dealt with in this way. Autocratic leadership is often best used in crises situation, when decisions must be made quickly and without delay.

3.2. Bureaucratic Leadership Style

Bureaucratic leaders follow rules rigorously, and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks in the work place. Bureaucratic leadership is also useful in organizations where employees do routine tasks and ineffective in teams and organizations that rely on flexibility, creativity, or innovation.

3.3. Laissez-Faire Leadership Style

This style looked at two respective perspective based on democratic and autocratic styles. Laissez-faire style when applied to leadership describes leaders who allow people to work on their own with freedom to do their work and set their own deadlines without getting involved. To Otokiti [34] and Goodnight [17], this type of leader plays passive role in social participation and individual decision. It can be damaging if team members do not manage their time well or do not have the knowledge, skills, or motivation to do their work effectively.

3.4. Charismatic Leadership Style/Transformational Leadership Style

Bell [9] defined charismatic leadership as a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles. He went further to say that charismatic styles of leadership are also called a transformational leadership style. Charismatic leaders inspire and motivate subordinates to work harder in order to achieve stated goals. High productivity and goal achievement is the focus of a charismatic leader.

The concept of transformational leadership was introduced

by Bass [8] and Burns [11]. Transformational leadership styles as the name implies changes the belief system of subordinates. Transformational leaders are those that transform their followers into becoming leader themselves. A leader with transformational style of leadership has vision and passion that can achieve great things. And people tend to follow such person who can inspire them. The way to get things done is by injecting enthusiasm and energy.

3.5. Transactional Leadership Style

This leadership style starts with the idea that team members agree to obey their leader when they accept a job. It is a leadership style that is based on the settings of clear objectives and goals for the followers. The transaction leadership style usually involves the organization paying team members in return for their effort and compliance. The leader has a right to punish team members if their work doesn't meet an appropriate standard. Transactional leader works through creating clear structures, making work requirements clear and as well as putting in place formal systems of discipline and punishments.

3.6. Democratic/Participative Leadership Style

Hundreds of studies have been conducted since that time with mixed results. Participative leadership also known as democratic leadership is the leader that makes the final decisions with the consultation of his team member in the decision making processes. Participative leadership refers to the degree to which other people can influence the leader's decisions. It is the styles of leadership in which the leader involves subordinates in goals settings, problem solving and team building. Yukl [49] stated that participative leadership is a joint decision where the leadership and others discuss the problem and make a joint decision on goals achievement. Democratic leaders openly discuss issues with group members and encouraged them to join in making decisions. The democratic leader keeps his employees informed about everything that affects their work and shares decision making and problem solving responsibilities. In the various views of Zervas and David [50], democratic leadership style tends to foster responsibility, flexibility, and high morale that will result to improved employees' performance.

4. Principles of Leadership

Principles of leadership were discussed by notable scholars, but the important thing is to evaluate ourselves by using the leadership traits as it helps to determine the strength and weaknesses of leaders. This paper will limit its study to that of U.S. Army [45] which itemized the basic principles of

leadership as follows:

- i. Know yourself and seek self-improvement - In order to know yourself, you have to evaluate yourself by using leadership trait to determine your strength and weaknesses.
- ii. Be technically proficient - As a leader, you must know your job and have a solid familiarity with your employees' tasks. Before you can lead you must be able to do your job and know it well.
- iii. Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights when things go wrong.
- iv. Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also seeing you doing it. Leaders should always lead by examples.
- v. Know your people and look out for their well-being - Always consider the needs of employees and the importance of caring for their welfare.
- vi. Keep your workers informed - Know how to communicate with your workers and other key people.
- vii. Develop a sense of responsibility among your subordinates- Help to develop good character traits that will help them carry out their professional responsibilities.
- viii. Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility. A leader must be able to communicate effectively.

The application of basic leadership principles can improve your team, your results for your company and yourself. Leadership is not a title it is the principles and the actions you take. There are many more good principles and skills to becoming a better manager and a better leader. A good leader must establish clear vision for the future of its organization.

5. Relevance of Leadership on Management of Health Science Libraries

The relevance of leadership concept is important in library management and attainment of the goals of the parent Institutions. According to Bloomfiel *et al* [10], leadership is critical and important in health science libraries, and all employees should developed and improved through training and other experiences in order to create a healthy work environment for the employees, so as to meet user's needs by providing up-to-date information for research, teaching,

patients care and treatment as well as achieving the mission of the parent Institutions.

Health science library leadership are concerned with provision of the right information to client at the right time, providing clients with information resources and information communication technologies, providing selective dissemination of information, current awareness services and giving routine services to readers as well as making available tools or guide to boost access. Also the leadership ensure for the welfare of employees and high productivity. The leadership must understand the principles and practices related to providing information to meet specific user needs and how to ensure convenient access to all forms of information.

Library heads provide leadership by serving as a guide to both their users and staff as they seek information. They are expected to dictate and lead the tone for achieving the stated objectives to the users. Therefore, the health science librarian needs to be current with new trends especially application of technology to library services delivery since they provide services to users by organizing, retrieving and disseminating information in a way that users can learn, use and access resources both print and electronics [Trivedi, 44].

In order to achieve success in the provision of information services delivery, the librarian is expected to make available on demand the information resources in their custody. The extent of achieving its success depends on leadership styles of the library. It is the leadership of the library that determines whether the philosophy and vision of the health science libraries are well articulated and the extent of implementation. Leadership affects health science libraries both its roles and adaptability that brings about new functions, innovation and initiatives matters a lot, hence leadership must know how to achieve their objectives through their laid down visions.

Heads of Health Science Libraries and other Librarians, as leaders must have a vision for their institutions and they need to use leadership theories, styles and principles to address issues and achieve success in health science libraries. The kind of leadership a library has will determine the application of leadership theories, styles and principles since these concepts have been found to be agent of productivity, innovations and initiative according to literatures. Leadership in health science libraries could be the universities librarian or Directors of libraries in health institutions or heads of departments, units and sub units in the health science libraries. According to Peretomode [37], they inspire the whole health system by effectively influencing the behaviours, thoughts, and feelings of those working within it, and ensure their vision by creating a strategic alignment

across the whole system. This is done through training, coaching and mentoring. Michael [26] pointed out that leadership theories described leaders based on traits or how the influence and power are used to achieve objectives of the organization. There are multiple theories and styles that can be adopted, adapted or adjusted to the circumstances of the situation on ground. The traits of an individual leader are supplemented by the influences of the situation. Adapting to situation relates to contingency theory.

Hannay [19] presented eight basic theories of leadership which focus on traits to behaviours, to contingency or situations theories to more contemporary approaches including servant leadership theory to transactional and transformational theories. Contemporary theories focus on skills and abilities. Their skills and abilities will enable librarians to learn more about leadership as it will make them know their roles and responsibilities. When skills are applied to library functions and library staff it will lead to success, high productivity, innovation and initiative that will make them have a competitive edge over others. These leadership theories are the backbone to the understanding of a leader.

The leader must know the theory or combination of leadership theories applicable in health science library environment as well as have the skills and abilities needed for identifying, collecting, evaluating, and organizing resources and providing access to databases in health and biomedical disciplines. For a leader to excel in leadership, he needs to understand the various leadership theories so that he can use the right theory for his own situation. There is the likelihood that no single theory may function in any given situation in leadership. It is a combination of two to three theories. It could also be a combination of traits or personal characteristics or certain behaviours, skills and abilities.

Behavioural theory postulates that certain inherited qualities, such as personality and cognitive ability, are what underlie effective leadership. Behavioural theories focus on identifying the best leadership styles. According to Lawal [25], behavioural leadership theories focus attention on how the leadership delegate tasks, how they communicate with and motivate their subordinates as well as how they carry out tasks. The author argued that behavioural approach unlike the trait assumes that behaviours could be learned through training whether formal or informal, and mentorship. Therefore, librarians trained in the appropriate leadership behaviours will perform it duties well thereby leading to high productivity, innovative ideas and initiating new visions and action to achieve stated goals.

Contingency theory states that a leader is contingent on how well the leader's style matches specific setting or situation. Contingency theory states that leadership depends on the

degree of fit between a leader's qualities and style and that of a specific situation or context. While the situational leadership theory presumes that leaders develop their style to meet the requirements of the situation and the worker. It means that the focus is on adapting to the situation while suggesting that different situations require different styles of leadership. That is, to be effective in leadership requires the ability to adapt or adjust one's style to the circumstances of the situation. Bass and Stogdill [7] stated that "situational theorists suggested that leadership is all a matter of situational demands, that is, situational factors determine who will emerge as leader". Some of the theories discussed remain viable amongst libraries leadership and other Librarians. They are the behavioural theories, contingency theories and contemporary or situational theories.

These theories will determine the kind of leadership styles one needs to follow. Leadership styles emerge from the kind of leadership theories one may choose. There are variety of theories to explain the concept and practices of leadership. These theories suggest that different situations require different styles of leadership. It is the leader's style that may determine whether some leaders may be successful or may fail. They need basic skills, ambition, and a career vision that will enable the leadership to manage human and financial resources, understanding and incorporating new technologies, problem solving, and useful innovations.

Leadership style is crucial for achieving organizational goals. It is the fundamental role of leader to organize the activities, to motivate the group, to assign the task and finally achieve the targets. And these usually inspire the people and enhance commitment to the leader and organization. Leadership Style refers to the types of method adopted by a leader in a particular situation in order to achieve group goals and objectives. Leadership styles may be classified as autocratic, democratic, bureaucratic, charismatic or Laissez-Faire. But when leadership is viewed from the perspective of the exchange of power and its utilization to secure outcomes, leaders are situational, transactional or transformational in that these theories focus on the role of supervision, organization, and group performance.

It is a leadership style that encourages employees to participate in decision-making process in the organization. Each of these styles could be used in supervisory positions or the day to day work of a health science librarian. And most of the leadership styles acts as a boosts to performance and employees' retention especially when appropriate leadership styles are adopted. To Goodnight [17] Autocratic leadership style is where leader is the most powerful entity, the primary decision maker and authority. Autocratic leaders provide clear directions, monitor progress closely, and convince subordinates of the position of management. With autocratic

leadership employees are not trust and valued rather punishment or threat are used to motivate them. This brings a negative effect on employees' morale resulting to absenteeism and unusually high turnover leaving the organization. Autocrat leaders maintain servant-master relationships with followers. They do not put into consideration the opinion of others whether it is important or not. All they want to know is their subordinates carrying out their instruction. Obisi [33] avers that some leaders may succeed with this kind of style because it allows for quick decision and enables the organisation to utilise less competent leaders to carry out negligible managerial work.

A democratic leadership style keeps his employees informed about everything that affects their work, decision-making and problem solving responsibilities. In the various views of Zervas and David [48], democratic leadership style tends to foster responsibility, flexibility, and high morale that will result to improved employees' performance. This leadership style is based on the principle of involving others in the running of the organization. Democratic leadership style tends to increase employees' ambition and motivation as well as foster employees' retention in the organization. This suggests that in democratic leadership, the employees feel comfortable with the trust vested in them which gives them the confidence to build a strong cooperation, team spirit, high morale. Starr at [40] noted that democratic leader consults his team for making any decision however he acts as a central controlling unit of the team. The democratic leader facilitates the team for initiating any task and gives them liberty to achieve it at their own free will through mutual understanding.

The laissez-faire leader does not interfere in the affairs of followers rather showing little control on the group. Participation of leader is very low in the activities of group members. Leaders allow people to work on their own with freedom to do their work and set their own deadlines without getting involved. In fact they play passive role in social participation and individual decision.

Transformational leadership is one of the leadership styles that affect the organizational commitment of their followers through encouraging them to participating in decision making processes and developing personal abilities to manage change. Golshani [16] asserted that leadership style inspires the followers and boosts their morale. The transformational leadership is one of the influential leadership styles according to literatures. In transactional leadership style the team members agree to obey their leader when they accept a job while the organization pays team members in return for their effort and compliance. It is a leadership style that is based on the settings of clear objectives and goals for the followers. Jantz [23] opined that

transformational leadership has been found in several case studies to be more effective than other leadership styles, such as transactional and laissez-faire leadership.

Leader depends on the leadership style that is adopted in a given situation to serve as guide to the policy of organization [Iguisi, 21]. To this end, it is clear that the leadership style of a leader has a close relation to the development of an organization. It is important to note that for a service delivery organization like the library, the success and failure is mostly determined by the performance of the staff which is greatly influenced by the leadership styles that are adopted by the leader. Organizations today need leaders who will be able to use their charisma in order to motivate their staff so that they can use their maximum talent and effort to achieve the organization goals.

The general opinion that is supported by research is that leadership style in any organization exerts a major influence on the structure, strategy and well-being of the organization. To confirm this, Nwaigwe [31] investigated the influence of head librarians' leadership styles on librarians' job satisfaction in tertiary institution libraries. Common observations from informal interactions with librarians who work in the libraries show that leadership styles in tertiary institution libraries in Imo state are poor and ineffective. Leadership has been studied and researched and its role has remained significant way to improve collection development, acquisition of information technologies, provision of access to health resources, and improvement on provision of services and resources.

Leadership theories, styles and principles improve productivities, library services, organizational commitment and organizational structure. The day to day work of a health science librarian can present opportunities to use various leadership styles and experiences. Health science library leadership must adapt to change, develop employees and provoke staff commitment with leadership theories, styles and principles that will make the health science library serves different health professionals and others within the environment in order to achieve the fundamental objectives for which the institution is established.

6. Conclusion

The paper discussed the overview of leadership, theories, styles and principles of leadership and how they are applied to health science libraries. Leadership is very important in every organization most especially health science libraries and it influences the organization in one way or the other. Leadership determines values, culture, change, and tolerance and employee motivation of an organization. Health science libraries need more than leaders and leadership to strive in

order to remain competitive and relevant to their users and parent organization.

The paper identifies some of the leadership theories and style prevalent in organizations and examines its relevance to health science libraries. Health science librarians have leadership characteristics essential to provision of services that will lead to success and innovation in the organization. Leaders are honest in their approach to relaying information. They have vision that makes them stay current in the field and are able to incorporate the mission of the organization into their personal set of values. Leaders have an ability to inspire staff in a positive way that enables them to be proactive in order to foster commitment, collaboration and team work. Leadership will also help in evaluating and supervising library staff in order to ensure effective provision of services and high productivities.

This paper concludes that success is certain, if the application of the leadership theory, styles and principles when applied in health science library management means enhancing library management, information services delivery, information storage and retrieval, dissemination and provision of all kinds of information resources to meet the needs of the users.

Suggestions

The following suggestions are proffered:

- i. Library leadership in health science library should adopt more democratic leadership style instead of autocratic leadership style as it emphasizes rewards in order to motivate its subordinates to high organizational commitment.
- ii. Autocratic leadership style should be used only in situation that requires it or where employees are to support laudable objective of their leader.
- iii. A system should be established where subordinates are motivated by getting their promotion as at when due as well as other fringe benefits.
- iv. Heads of libraries and other librarians should be trained in leadership programmes and development both formal and informal since it is critical to the success or failure of any organization.

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