

# The Impact of Public Librarians' Leadership Traits on Employee Motivation: Study Based on Public Library Employees in Sri Lanka

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**Abstract:** The success of every business is dependent on both effective management and good leadership. Managers cannot accomplish organizational or managerial performance unless they possess leadership skills. Employee motivation is inextricably linked to a manager's leadership skills. Public libraries, being service-oriented organizations, require both leaders and excellent managers to fulfill their organizational vision and mission. Librarians are the most significant leaders or managers in the public library sector from a managerial perspective. Librarians' primary tasks include motivating public library staff to achieve organizational goals as well as personnel achievements. In this context, the objective of this study is to examine how leadership traits of public librarians influence staff motivation and how they affect public library workers' work performance. This research was carried out after taught of a leadership course for postgraduate students at a higher education institution. The population of this research was made up of students who worked in public libraries. A total of 100 students (n) were included in the sample, all of whom had studied leadership principles as part of their coursework. The study's sample size was determined using the snowball sampling approach. The validity and reliability of the questionnaire were verified prior to statistical analysis, and the cronbach alpha value for the items evaluating the impact of librarian's leadership traits on employee motivation and work performance was discovered as 0.73. Research found that, Employee motivation and achievement are impossible if public librarians do not share their attentiveness and skills with them. The employee suffers when commands, communications, and behaviors are created only on terror, and managements are based on pressure. The research found that there is no numerical relationship Gender, age, and educational credentials are examples of socio-demographic variables. Professions, years spent working in a public library, and the type of leadership they believe motivates them. Further study found that, there is no correlation between public librarians' socio demographic factors and leadership trails. Public Librarians' views and actions regarding motivation are mirrored in their motivating behaviors toward workers. The extent to which public library personnel exercise their authority has an impact on their perception of power as a motivator in leadership. The variables that will improve the motivation of public library personnel at work do not differ based on their socio demographic features. Employee success and motivation are not desirable outcomes, and evaluation is not a suggested alternative in this respect. Library staff will be more motivated and their job performance more proliferation if the public librarian is democratic rather than authoritarian, has a specialty in the topic, and has charismatic

and interactionist leadership qualities in their actions, words, and interactions.

**Keywords:** Leadership, Motivation, Performance, Public Librarians, Employees, Authoritarian

## I. INTRODUCTION

Leaderships is the best approach of any kind of organization to handle and control its workforce of the any critical situation. Humans are members of a society. Common objectives and providence existed throughout this time; certain people emblem to the forefront and led the others. Throughout history, this important leading has been done by solider or else more remarkable individuals, families, and preferred individuals. Leadership is a term that is sometimes misinterpreted, particularly in the environment of libraries. With so many definitions for the term "leadership," it might be challenging to figure out accurately what is intended when talking about library leadership. Much of the ambiguity stems from the misinterpretation of leadership as being 'management' (Riggs, 2001). Management and leadership are intertwined and essential for the survival and expansion of any library. Leadership, on the other hand, is a crucial notion in staff supervision and encompasses more than just people management on a day-to-day basis. Management is carrying out a task in accordance with a predetermined plan, whereas leadership is developing a vision for the library, persuading others to support that goal, and pushing fellow workers to contribute to that goal (Mason & Wetherbee, 2004). The phrases management and leadership are frequently used interchangeably in the literature in professional communication. This is especially true among library professions and employees, who often consider leadership to be primarily the responsibility of individuals in management positions.

In the context of the public library, employee motivation is dynamic for a multiplicity of causes. Mostly because it assists public library to achieve the library' objectives. Public libraries may be put in difficulty if they do not have an enthused staff. Workforces who are motivated can provide more satisfactory services to their customers and help libraries reach good types of services. Consider having a library staff who is unenthusiastic at work. They'll probably waste their time at work browsing the internet for individual

desire or considering for a different job. As a result, a public librarian's leadership abilities have a direct impact on how they encourage their staff. Public Librarian leadership and staff motivation, on the other hand, are two notions that are linked. In this context, the purpose of this research is to understand how leadership qualities of public librarians affect employee motivation.

## II. LITERATURE REVIEW

### *Library Leadership*

Speedy and continual changes in its library environment have substantially impacted the public libraries in the world. Among the changes are dramatic growths. Although materials costs are rising, budgets are shrinking; new digital formats and communication technologies; developments in material accessibility; advance of interdisciplinary exploration; issues with the marketable academic publishing industry; and potentials that the library will protected some finance over growth and grants. (1999; 181) Trávica Renaud & Murray, 2003; 164; Renaud & Murray, 2003; 164; Renaud & Murray, 2003; Winston and Dunkley (2002; Winston & Dunkley, 2002; Winston & Dunkley, 2002; Winston). Many studies have been undertaken to better understand the current position of public libraries in this changing climate. Among the huge study, the majority of studies have attempted to comprehend public librarian leadership traits and how these traits effect the motivation of public library staff.

Leadership is a term that is sometimes misinterpreted, particularly in the environment of public libraries. It might be difficult to define what precisely is destined when deliberating public library leadership because there are so many diverse explanations for the word "leadership" and so many different leadership styles. With so many definitions for the term "leadership," it might be difficult to figure out closely what is intended when talking about public library leadership. Much of the ambiguity stems from people mistaking leadership with 'management' (Riggs, 2001). Management and leadership are two notions that are similar but separate. Both are vital in professional librarians' day-to-day work, but leadership has been identified as "the most significant competency for hiring" (Hicks & Given, 2013, p. 7).

### *Management and Leadership*

Most of the ambiguity stems from people mistaking leadership with 'management' (Riggs, 2001). Management and leadership are two notions that are similar but separate. Both are vital in expert librarians' day-to-day work, but leadership has been identified as "the greatest significant capability for hiring" (Hicks & Given, 2013, p. 7). The phrases management and leadership are often used interchangeably in the works in expert communication. This is particularly correct amongst library management and employees, who often consider leadership to be primarily the responsibility of individuals in administration positions.

Management and leadership, on the other hand, are two exact different concepts. Managers "operate within specified constraints of recognized magnitudes, employing well-established strategies to achieve planned aims" on a firm basis (Riggs, 2001, p. 6). Management and leadership are both required for a library's existence and development. Nevertheless, leadership entails more than just managing individuals on a daily basis. Management is carrying out a task in accordance with a predetermined plan, whereas leadership is developing a vision for the library, persuading people to assist in achieving that goal, and encouraging workers to subsidize to that goal (Mason & Wetherbee, 2004).

### *Leadership Styles*

In the Library and Information Science (LIS) literature, several distinct leadership styles were discussed. Transformational Leadership is an important one to mention here. Transformational leadership is a kind of leadership that has received a lot of attention in the literature on Library and Information Science (LIS) understanding and leadership. Over the last two decades, libraries have seen substantial transformations (Hicks & Given, 2013). By offering a support structure for growing leadership, transformation leadership is especially competent at managing administrative and organizational transformation (Düren, 2013). Transformational leadership promotes change in a variety of ways. Solid transformational leadership changes the entire character of a concern (Mavrinac, 2005). Transformational leadership may be characterized as "leaders who serve as agents" (Hicks & Given, 2013, p.9). Leaders and followers effort together to achieve the group's joint objectives in an equitable manner (Hicks & Given, 2013). Individual leaders must demonstrate excitement, inventiveness, and risk-taking in order for their organizations to "accomplish achievement in the transition procedure" (Mavrinac, 2005, p. 394). The American Library Association's Presidential Task Force on Library Education (2009) adds "principled, transformative leadership" to its Core Competencies for Librarianship (Hicks & Given, 2013, p. 7). This task force chose transformational leadership, a type of leadership that is specifically adapted to organizational changes, rather than choosing a less skilled leadership style. The changes in libraries call for a sort of leader with distinct skills and competencies than conventional leaders (Shoaf, 2004). Transactional leadership is different style of leadership. Transactional leadership is similar to the carrot-and-stick organization method, in which leaders create motivations for their people to achieve objectives. 15 Transformational leadership, on the other hand, upswings overhead this. Albritton investigated transformative leadership in libraries in a research. Researcher, investigated the views of transformational and transactional leadership in libraries, as well as their relationship to the leader's happiness and efficacy. Transformational leadership has a favorable influence on leaders, according to the study, and components of it increase performance and the workplace. Facilitative management is a third leadership approach. A facilitative

leader "engages his followers to create the vision and purpose of the group, to achieve the vision and purpose and to create a productive and cohesive team. Leadership may be understood as an approach to facilitation." (Moore, 2004). Schwartz advocates this method with four fundamental values: authentic knowledge, free and informed choice, internally responsible engagement and sympathy (Schachter, 2009). The Wake County Public Library System's director, Thomas Moore, advocates for the practice of facilitative leadership in public libraries. For than eight years, the Wake County Library has effectively employed this supervision style. It has "helped the Wake County Library System personnel reach better judgments, learn from their mistakes, and participate in more meaningful dialogues than before," (Moore,2004). In fact, when they took on a new recruit, some of those engaged in the decision had reservations but kept them to themselves; once the new employee left, they aired their reservations and discovered that others had comparable reservations. 20 The hiring board may have explored an alternative hire if each person had communicated their anxieties sufficient facilitative leadership.

#### *What Attributes Make a Good Leader?*

In the LIS literature, the majority of scholars have examined what attributes make a good leader. Jange (2012) conducted a study based on the library experts to find out which leadership traits sample thought they have and which leadership traits they thought library administrators should have. Commitment and enthusiasm (59.2%), good communication skills inter-personal and other (53.4%), and concerned for coworkers and assistants (56.3%) were the highest three leadership attributes stated by these questioned library workers (Jange, 2012, p. 5). According to the participants, innovation, originality, imagination, vision and dedication should be the top five attributes of library managers (25.2%) (Jange, 2012, p. 5). These attributes reflect the person and services of library work. Other libraries would scuffle to build a sincere and hospitable library for their public and workers without compassion and enthusiasm and devotion. Essential attributes for persons holding leadership roles in organizations have been identified through a literature study. In the majority of sources reviewed during the preliminary literature study, having a clear vision and being able to articulate it effectively appears to be one of the most significant leadership abilities. Effective leaders, according to Wart (2008), are able to establish compelling visions and create an environment in which the vision is shared by all personnel inside the company. Communication skills are also essential for organizational leaders to possess (Gallos, 2008, Bertocci and Bertocci, 2009). Gallos (2008) emphasizes the necessity of communication skills for organizational leaders by stating that leaders must interact with a variety of organizational stakeholders on a regular basis, each of whom has distinct goals and objectives. Likewise, self-confidence has also been seen as another crucial feature of leadership by Goldsmith et al. (2010) and Gold et al. (2010). Goldsmith et

al. (2010) argue that in times of crisis, the importance of self-confidence as a feature of leadership grows if leaders have to take judgments while a broad variety of elements remain unclear. Gold et al. (2010) clearly argues in their examination of the alternative leadership quality that the absence of integrity linked with any organizational leader is difficult to disguise in current times, due to the fast-moving internet levels and other kinds of information technology. Okafor (2011) considered that the majority of Library Management successes or failures in Nigeria mostly rely on their subordinates to their influence and on the styles or types of management they display to manage the Library (Okafor, 2011).

#### *Leadership and Motivation*

If the library leadership is to reach defined goals, the impact of any style of leadership on the work force, particularly on the subordinate, will come into play. This is due to the fact that when leadership and followership are properly connected, followers are impacted (Nwaigwe, 2015). As a result, library staff motivation is required in order to appropriately link leadership and followership in public libraries all over the world. Motivation is derived from the Latin word "movere," which refers to all interior forces that fire, guide, and maintain behavior toward a goal, such as wants, urges or motivations, wants, and so on (Edeh, 2014). The researcher also identified motivation as logical and initiative processes by which people strive to meet basic aims, personal objectives and perceived requirements that essentially drive human behavior. The researcher believes that motivation is designed to inspire individuals and organizations to work in ways that yield the best results. It is the desire to put up high amounts of effort toward organizational goals in exchange for the capacity to meet a personal need. To put it another way, motivation is motivating someone to do something just because they want to go ahead and do it.

A series of studies have been undertaken in respects to the motivations of librarian employees in both developing and developed nations throughout the world, including Anyaegbu, Obiozor-Ekeze and Aghauche, 2015; Boluade, 2014; Katamba and Abdulsalam, 2014. These research investigations as shown in literature have concluded, however, that the administration of the library, which includes the librarians, should make more effort to motivate and increase the existing level of internal and external motivation. In their contribution, Ahmad and Asvir (2011) stated that modern leaders should develop an attitude that supports employees, provides them with a vision, cultivates optimism, encourages them to think creatively, provides personal consideration, and broadens communication. Many scholars and researchers have defined or described job performance in a variety of ways. In general, it is defined as the method in which a member of staff in an organization executes the tasks that have been allocated to him or that are required of him in order to achieve the organization's goals and objectives. The impact of leadership practice in an organization and its effect on staff performance

has been examined by Iqbal, Anwar and Haider (2015). The study took a qualitative method while also including secondary research. The study concluded that authoritarian leadership is short-term useful and democratic leadership is always beneficial and participatory leadership is most helpful on a long-term basis, and has a favorable influence on staff performance. Equally Akor (2009) evaluated the effects of bibliography leadership in libraries in the North Central Zone of Nigheria on the work performance of professional librarians. Yusuf (2015) evaluated the motivational influence of paraprofessional employee performance in third-party institution libraries in the state of Kaduna. The studied survey methods were utilized to gather data for the study, together with a structured questionnaire and structured interview questions. The study found that regular compensation, design of jobs, work rotation, job expansion, enrichment, advancement and education and training were the major techniques for motivating paraprofessional library staff.

*Objectives of the Study*

The purpose of this research is to investigate the leadership traits of public librarians and how they affect work performance of public library employees.

*Hypothesis of the Study*

**H0:** Public Librarians are not showing their motivational behavior towards their employees

**H1:** Public Librarians are showing their motivational behavior towards their Employees

**III. RESEARCH METHODOLOGY**

Leadership is a term that is sometimes misinterpreted, particularly in the context of libraries. With numerous definitions for the word "leadership" and an excess of leadership styles to choose from, it may be difficult to determine what is meant when discussing library leadership. This overview of the literature pulls together ten years of

scholarly study on library leadership as it relates to Library and Information Science (LIS) education. This study was conducted after the completion of leadership lesson for the post graduate students of the higher education institution. Students who worked in the public library sector who were chosen as the population of this study. Accordingly sample included 100 students who have studied leadership concepts as their part of subject. The snowball sampling technique was utilized to select sample size for the study.

The data collection technique in this study was a questionnaire. The participants were given a brief written notice about the study's goals before the questionnaire was administered. In this questionnaire, questions were including related to the population traits of the staffs, the impact of the librarians' leadership skills on employee motivation and work performance.

**IV. DATA ANALYSIS METHODS**

In this study SPSS 21.0 was used to analysis the data. The validity and reliability of the questionnaire were verified prior to statistical analysis, and the cronbach alpha value for the items evaluating the impact of librarian’s leadership traits on employee motivation and work performance was discovered as 0.73. Following these findings, the data was believed to be trustworthy, and the decoding procedure has begun. .

First, frequency tables indicating the social and demographic distribution variables of public library staff were comprised in the study. Then, for each item that assesses the impact of the administrators' leadership abilities on staff engagement and work performance, frequency tables were created. During the interpreting procedure, the link among the direction kinds and attributes that boost motivation and the workers' socio demographic variables was investigated. This study was concluded using the Fisher Exact test, which is an alternative to the chi square test. The significance level was set at 0.05.

*Data Analysis*

Table: 01 the relationship between public library staff's socio demographic traits and leadership styles (Sample)

		Democratic leadership		Charismatic leadership		Transformation leadership		Autocratic leadership		Fisher Exact Test	
		Number	%	Number	%	Number	%	Number	%	$\chi^2$	P
Gender	M	28	51.8	6	50	14	53.8	3	37.5	0.670	0.908
	F	26	48.2	6	50	12	46.2	5	62.5		
Age group	20 below	11	20.4	5	41.7	7	26.9	2	25.0	26.393	0.192
	20-24	12	22.2	0	0.0	3	11.5	4	50.0		
	25-29	10	18.5	4	33.3	9	39.6	4	50.0		
	30-34	7	13.0	2	16.7	4	15.4	2	25.0		
	35-39	5	9.0	0	0	1	3.8	2	25.0		
	40-44	5	9.0	0	0	1	3.8	2	25.0		
	45-49	2	3.7	1	8.3	1	3.8	0	0.0		
	Above 50	2	3.7	0	0	0	0.0	1	8.3		

Education Level	Ordinary/L	20	34.5	3	18.8	5	20.0	17	29.3	7.660	0.600
	Advanced/L	09	36.0	16	27.6	5	8.6	8	32.0		
	Degree /L	01	100	0	0.0	2	12.5	3	18.8		
	Other	08	50.0	3	18.8	0	0.0	0	0		
Profession	Librarian G-I	31	39.7	2	66.7	9	11.5	21	26.9	7.904	0.482
	Library Assistant	12	36.4	17	21.8	2	18.2	4	36.4		
	Attendant	02	18.2	0	0.0	1	12.5	3	37.5		
	Other	9	37.5	3	27.3	0	0.0	0	0.0		
Working Experience	0-3years	9	37.5	5	33.3	1	6.7	2	28.6	8.567	0.984
	4-7 years	17	58.9	7	21.2	3	18.8	2	28.6		
	8-11 years	7	46.7	4	16.7	1	14.3	2	28.6		
	12-15 years	2	50.0	4	16.7	2	23.2	4	40.0		
	16-20 years	2	50.0	0	0.0	6	43.7	2	28.6		
	More than 20 years	2	50.0	3	27.3	3	18.8	2	28.6		

H0: The elements affecting the motivation of public library staff in the workplace are different on the demographics of a person.

H1: The variables influencing public library staff motivation at work do not differ based on the person's characteristics of socio-demography. The case was investigated in the Table to see if the elements influencing the motivation of public library staffs who took part in the research study differed depending on the person's demographic features.

*Information on Librarians' Motivating Behavior*

This study attempted to collect information about the motivation of public librarians for their staff or employees. To gather information towards this goal, employees were asked if they could recognize librarians' motivational behavior in the workplace. The answers provided by the sample to this question can be illustrated as follows

Table 2: the relationship between public employees' attitudes about librarian's motivation behavior and the motivation mission of a library administration

		Attitudes to-Motivational vision of the Library								Fisher's Exact Test	
		Yes		No		Undecided		May be		$\chi^2$	P
		Number	%	Number	%	Number	%	Number	%		
Employees Attitudes towards Librarian as a motivator	Yes	35	40,7	36	41,9	9	105	6	7,0	16,061	0,016
	No	0	0,0	3	75,0	1	25,0	0	0,0		
	undecided	2	40,0	0	0,0	3	60,0	0	0,0		
	May be	0	0,0	3	60,0	1	20,0	1	20,0		

The co-relationship between public library staff' attitudes towards librarian as a motivator and vision of the library, study reveals that public librarians must be made aware of inspiring them and the library where they operate with a vision that is motivating.. Further, table clearly shows that, there is a statistically significant co-relation between having a motivational vision for the public library and employees

believing that public librarians should be informed about inspiring them (2 =17,819 p0, 05). Public library staff who believe that public librarians should be informed about motivating employees include 41, 9% of those who believe that their public libraries have no motivational vision and 40% of those who believe that their public libraries have motivational idea.

Table: 3 Effective Leadership styles and employee experience and abilities

		More effective leadership types for motivating staff									
		Legal Power		Rewarding Power		Coercive Power		Specialization on Power		Fisher's Exact Test	
		Number	%	Number	%	Number	%	Number	%	$\chi^2$	P
Your Own Style/Methods	Yes	04	6,3	22	34,9	05	7,9	32	50,8	3,630	0,943
	No	02	8,7	11	47,8	02	8,7	08	34,8		
	Undecided	0	0,0	03	37,5	0	0,0	05	62,5		
Your own experience and abilities	May be	0	0,0	03	50,0	0	0,0	03	50,0		

Table 3: shows the relationship between public library staff performance and the leadership power source, which is crucial for motivation.

H0: Public library staff' perceptions of the effect of the influence on motivation in leadership are unpretentious by their ability to fully utilize their librarians.

H1: Public library staff' perceptions of the effect of the influence on motivation in leadership are pretentious by their ability to fully utilize their librarians.

In Table 3, the situation where public library employees apply their complete individual practice and skills while completing their responsibilities is analyzed, as well as how the leadership's power source affects their motivation when employing such qualities. According to this, 80.8% of public library staff who believe they demonstrate in the framework of their own techniques for fulfilling their jobs, they rely on their own personal experience and abilities have faith in that concentration authority, 34.9% believe rewarding power, 7.9% believe coercive power, and 6.3 % rely on legal power is the power source that enables motivation in pastures. Statistically, there were no important relationship among the scenario where public library staffs use their entire individual experience and capacities in executing their tasks and whether leadership influence is more successful in motivating them ( $2 = 3,630$   $p > 0,05$ ).

IV. DISCUSSION AND CONCLUSION

Research findings determined that always the public librarians is governed by laws, regulations, and rules. It doesn't matter whether the public librarians is really vivid and successful in general. Because the application of laws and regulations is so important in the enforcement process, success and performance are influenced by these elements. In public library management, it is not always feasible to be fair. According to the sample in the study on this topic, following disciplinary procedures evenly to all workforces at the public libraries where they work improvements motivation by 84 percent. According to the findings, burden and tiresome congestion have a major impact on employee motivation and performance, and 13 percent of staffs claimed they had psychological care as a result of staying silent about these

problems owing to underemployment. Employees who do not receive managerial support for their work might seek advice from a variety of groups.

Employee motivation and achievement are impossible if public librarians do not share their attentiveness and skills with them. The employee suffers when commands, communications, and behaviors are created only on terror, and managements are based on pressure.

In this regard, employee success and motivation is not a desired choice, and assessment is not a recommended option. Staffs will be inspired, and their work performance will improve if the public librarian is not authoritarian but independent, dedicated in the subject, possesses fascinating and interactionist leadership traits, and employs these in their action, speech, and transactions.

There is no relation exists between public librarians' socio demographic factors and leadership trails. Public Librarians' views and actions regarding motivation are mirrored in their motivating behaviors toward workers. The extent to which public library personnel exercise their authority has an impact on their perception of power as a motivator in leadership. The variables that will improve the motivation of public library personnel at work do not differ based on their socio demographic features.

There is no statistical relationship between socioeconomic and demographic factors such as gender, age, educational background, institutional position, years spent in the public library's jobs and what kind of leadership they feel boosts the motivation for public librarians.

If the libraries where the public library staffs joined in the research have a motivational hallucination, and if the public librarians are well-versed almost the staff' motivation, the morale of the staff is improved, and both the employee and the management gain success. Because achievement and enactment in libraries and workplaces are determined by plan, program, and teamwork.

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