

TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP STYLES AND LIBRARY STAFF PRODUCTIVITY IN FEDERAL UNIVERSITY LIBRARIES OF SOUTH-SOUTH NIGERIA

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Abstract

University Librarian spans duties from motivation to creating an enabling environment for staff to contribute meaningfully towards the attainment of the library goals and objectives. Hence this study sought to determine if transactional and transformational leadership styles could influence library staff productivity in federal university libraries of South-South Nigeria. To achieve these objectives two purposes of study, two research questions and two research hypotheses were set out to guide the study. The research design adopted in this study was correlational research design. The population of this study consisted 458 respondents (128 professionals and 330 para-professionals' librarians) in the seven federal university libraries of south-south Nigeria. Purposive sampling technique was used to sample 354 respondents (118 professionals and 236 para-professional librarians from the university libraries under study. Instrument for data collection was validated by three experts, two experts from the Department of Educational Technology, Library and Information Science and one from the Department of Psychological Foundation, University of Uyo. To test for internal consistency a reliability test was conducted with 20 librarians who were not part of the sample size but from the mother population and a reliability coefficient of .89 was obtained. Data obtained from administering the questionnaire were statistically treated with Pearson Product Moment Correlation for the research questions and research hypotheses. All the hypotheses were tested at 0.05 significance level. Finding shows that Librarians' transformational and transactional leadership styles have significant relationship with staff productivity in Federal University libraries of South-South Nigeria. It was concluded that librarians' transactional leadership style have been seen as strongly related with staff productivity in Federal Universities in South-south Nigeria, Hence the study recommended among others that Professional Librarians should allow other librarian to know exactly what are the expectation from them as they will feel productive in reaching clearly defined goals and objectives.

Keywords: Leadership, library, Productivity, transactional, transformational, Styles

Introduction

Libraries are created to meet the information needs of users. University libraries therefore meet the information needs of its users in the academic environment. The university library undertakes the responsibility of supporting the parent institution's curriculum with relevant information resources that enhances the accomplishment of its tripartite functions (teaching, learning and research). University libraries are not mere repositories of knowledge; they exist to provide both resources and services in varied forms. To this end, they acquire, organize, manage and make accessible its resources to patrons through varied carefully planned services.

The university library is headed by a professional referred to the University Librarian, whose duties span from motivation to creating an enabling environment for staff to contribute meaningfully towards the attainment of the library goals and objectives. In addition, to oversee and ensure that the library operations within the university at all levels are provided to all members of the university community (faculty, management, and administrative staff), alumni and other members of the external community where they are located. Under the University Librarian are other librarians who serve as divisional heads, heads of departments and units.

Leadership simply involves influencing a group of people to take collective action in a particular direction in order to achieve an organizational goal. Leadership according to Jerome (2018) is a process or an act of inspiring people so as to get the best out of them and at the same time achieve expected results. Cherry (2021) asserted that leadership style refers to a leader's characteristic behaviours when directing, motivating, guiding and managing groups of people. Leadership style is a way a leader decides to direct his/her own subordinate in order to achieve set goals. In the library context, leadership style is a process whereby a librarian influences other staff to achieve common goals.

Transformational leaders are creative thinkers, innovators and motivators that ensure they work with their followers in order to enhance their aspiration and enable them discharge their duties in accordance with the goals of the organization (Grant, 2012). Transformational leadership style is one of the effective leadership styles. The style is composed of four dimensions of ideals influence, inspirational motivation, intellectual stimulation and individualised consideration. A transformational leader holds the notion that nothing in an organization is "too good, too fixed, too political, or too bureaucratic that it cannot be challenged, changed, retired, or abandoned. Transformational leaders use the "Four I's" according to Storey (2004).

- i. idealized influence-modeling organizational values and building trust;
- ii. inspirational motivation-sharing a vision of a better future;
- iii. intellectual stimulation-encouraging new ways to solve problems and questioning cultural assumptions; and

- iv. individual consideration-helping followers reach their goals and potential and empower them to work autonomously.

Transformational leaders gather input from others in the organization and look for solutions that create long lasting innovations (Martin, 2019). All of transformational leadership behavior that provide high performance and active leadership has positive and high impact on staff productivity as well as improved service delivery (Hoy and Miskel, 2008). Transformational leadership style incorporates idealised influence whereby leaders through their display of skills, knowledge and ‘can do attitude’ motivate and inspire the employees to go beyond perceived attitudes, expected performance and self to achieve organisational goals (Mia, et al 2006). The foregoing implies that transformational leaders stimulate creativity of employees. They are nudged to question assumptions and learn new ways of performing routine duties. They encourages subordinate staff to take full advantage of opportunities and to show case their work and talents. They build trust, buy-in loyalty and achieve high productivity. Though transformational stimulates staff productivity to put in great effort in assigned duties; but a leader who rewards a staff achieve better performance. This could be achieve through the adoption of transactional leadership style.

Transactional leadership style, according to Peterson (2012) ‘professes that people are motivated by rewards and punishments. Transactional leadership style usually rewards subordinate staff positively or negatively. The word ‘transaction’ implies that they are given for actions taken (either positive or negative). That is, when a productive action is taken resulting in the inability to meet set goals, the individual is accorded due punishments by the leaders. A transactional leader sets organisational goals and standards for performance and behavior and rewards followers who routinely meet those goals and standards. Overtime, by consistently keeping their word they develop the trust of those in the organization. The transactional leader uses contingent reward to positively or negatively reinforce good or bad workplace behavior. From the foregoing, transactional leadership style is an important determinant of subordinates’ productivity and its concept in decision making process and goal setting influences authority and responsibility. A librarian may decide to adopt any type of leadership style; it is important to consider the outcome whether it would increase or mar subordinates staff productivity level. It is worthy of note that the leadership style adopted, may either increase or mar the productivity level of the subordinate.

Productivity refers to the ability or all the efforts that an individual employee put forth towards the overall production of goods and services of the organisation with the minimum contribution of skills, talent, motivation, machines and material. It can be considered to be the amount of work achieved within a certain number of hours. In other words, it is the efficiency of a worker or groups of workers. Productivity stands out as a vital factor that facilitates the growth and development of the library. It is believed that individual staff possesses some skills, talents, strength, etc., that if applied properly can contribute greatly to the library’s growth and development. However, some subordinate staff may or may not give their best because of the leadership style adopted by their superior.

Purpose of the Study

1. Examine the relationship between librarians' transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria.
2. Determine the relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria.

Significance of study

The findings of this study would be of immense benefit to the university, the library and the library staff. The university will have an effective library system, the library will be able to meet the information needs of users as a result of the effective leadership styles used by the librarian in running the affairs of the library which will motivate staff to work hard in order to increase the output in terms of effective service delivery.

Research Questions

The following research questions were raised to guide the study.

1. What is the relationship between transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria?
2. What is the relationship between transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria?

Research Hypotheses

Base on the research questions, the following null hypotheses were formulated to guide the study.

1. There is no significant relationship between librarians' transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria.
2. There is no significant relationship between librarians' transactional leadership style on staff productivity in Federal university libraries of South-South Nigeria.

Theoretical Framework

The theoretical frame of this study is hinged on three theories, as they related to the study. These are Fiedler Contingency theory (1967) for the variable of librarian leadership styles and Maslow's Hierarchy of Needs for the variable of staff productivity.

Fiedler's Contingency Theory (1967)

Fiedler gave the contingency approach of leadership in 1967 during his research of leader effectiveness in-group situations. He was of the belief that the success of a leader depends mainly on two factors, control of the situation and the manager's set of skills. Thus, he believed that the abilities or the skills of the manager remain fixed whereas the situation keeps on changing. So, a leader's effectiveness is contingent on the leader's style matching the situation, not adapting to it. A leader will be most effective when his features and styles of leadership will match with the situation and environment around him. The contingency theory which is a behavioural theory, postulates that there is no single best way for manager to lead or direct. Situations will create

different leadership style requirements for a manager. The solution to a managerial situation is dependent on the styles that could influence on the situation. Fiedler claims that if performance is to be improved one must cope not only with the leader's style but also with the situational factors which influence employee.

The implication of this theory relates to the study in that librarians with different abilities can perform better as long as they are well skilled in the field and can be able to effectively take control of the situation in view. This will in turn lead to maximum staff productivity because librarians will be able to influence their staff productivity and interact effectively with their subordinates.

Maslow's Hierarchy of Needs Theory (1943)

The hierarchy of needs theory was developed by Abraham Maslow in 1943. He proposed in his theory that people are motivated by a predictable five-step hierarchy of needs. Abraham Maslow basically classified human needs into five groups in a hierarchical order as discussed below:

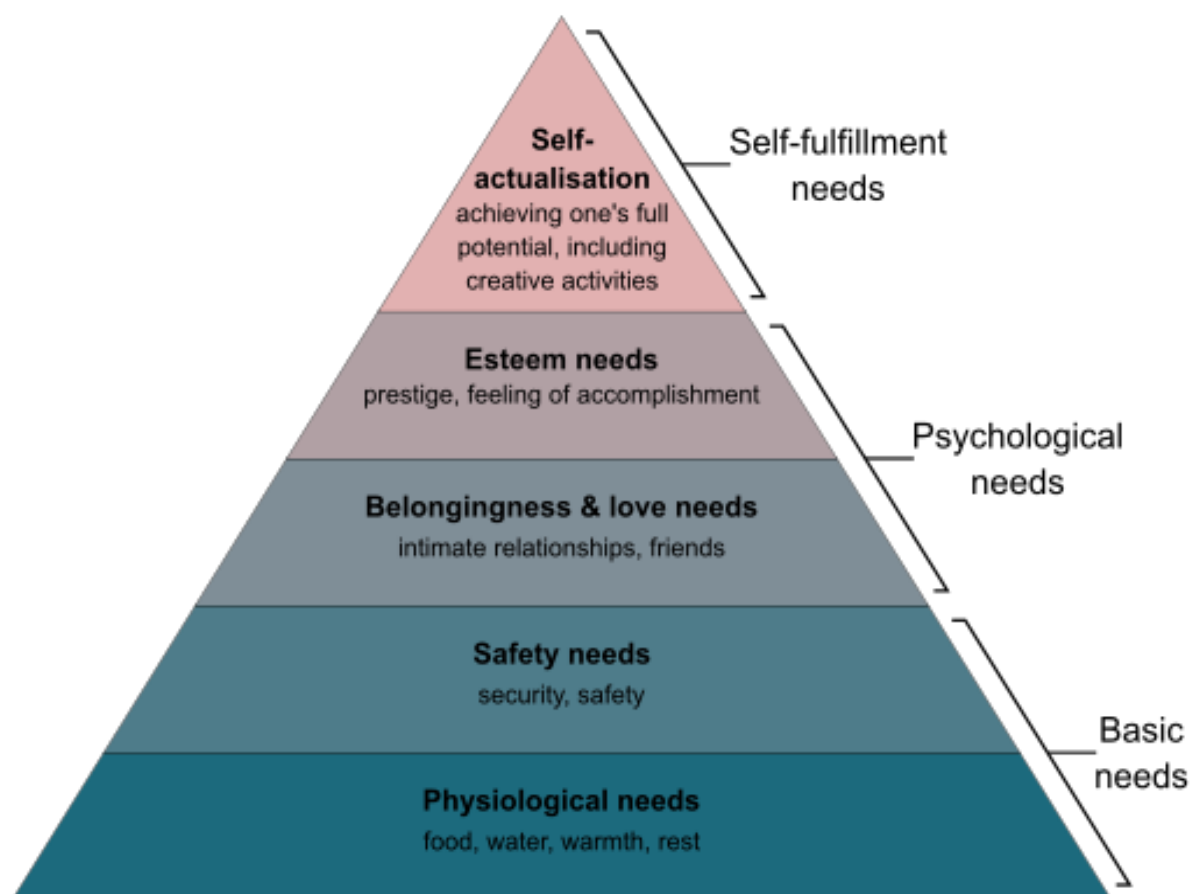


Figure 1: Maslow's Hierarchy of Needs Theory (Source: Maslow (1943))

- a. **Physiological needs:** Physiological needs refers to biological needs of life. These represent needs for existence, the basic needs of life such as the need for oxygen, sleep, water, food, shelter, sex, among others. Abraham Maslow stated that these needs are the strongest needs because man cannot do without them in life, and it is when these needs are satisfied that man tends to think or hunger for another need.
- b. **Safety/Security needs:** According to Abraham Maslow, when the physiological needs of man have been satisfied, the next needs in the hierarchy are safety or security needs. These consist of the need for protection, security, health, stability, family and so on. Safety needs is essential in life because man want to be in a safe place at all time and is conscious of their safety even in the work place.
- c. **Needs for love, affection and belongingness:** Abraham Maslow theory of needs also stated that when the needs for physiological and safety are met and satisfied, the next level of need in the hierarchy is the needs for love, affection and belongingness. Maslow further pointed out that people need to be loved, they need affection and belongingness. When these are present they tend to be happy and satisfied. It involves both giving and receiving love, affection and the sense of belonging.
- d. **Needs for esteem:** Maslow explained that it is when the first three lower levels of needs on the hierarchy are satisfied that the needs for esteem can become dominant. It involves needs for both the esteem a person gets from others and self-esteem. Human beings need respect from other as well as self-respect. It is when man received this respect that he feels good, self-confident and valuable as a person in the world. Also, when these needs are absence, the individual feel inferior, weak, worthless, frustrated and helpless.
- e. **Needs for self-actualization:** According to Maslow, self-actualization needs are the highest levels of need. This type of need becomes dominant when the first four have been satisfied. Maslow describes self-actualization as a person's need to be and do that which the person was "born to do." "A musician must make music, an artist must paint, and a poet must write." According to Maslow, only 2% of the people actually reach self-actualization stage in life.

The theory relates to staff productivity in that when librarians' needs are systematically and adequately addressed and catered for by the university management, their morale and level of job productivity will be boosted. If these needs of staff are attended to by the organization, it will lead to increase in staff productivity.

Concept of Staff Productivity

Productivity is described as the relationship between the quantity of output and the quantity of input used to generate that outcome according to Bárcenas (2020). It is a measure of the effectiveness and efficiency of an organization in generating output with the available resources. Productivity is termed as the ratio of output to input and it is regarded as the level

of an individual's work achievement as reported by Gikonyo (2017) after having exerted effort. Staff productivity is defined as value added per employee and this is the most common measure of productivity. Staff productivity as defined in the context of the work is the output of job performed by a staff to achieve set goals and this productivity is measured by the input they put into the job. It indicates the effectiveness and efficiency of job labor in the production and sale of the output, on the overall impact on organization. Job productivity as defined by Hanaysha (2016) refers to the measured output of an employee within a specified period. Similarly, job productivity can be explained as 'the ratio between output and total factors required to achieve it (Owizy, 2015). From these definitions, it is clear that efficiency and effectiveness are the core of productivity of any organisation, including libraries. Agyen-Gyasi, (2013) stated that productivity is that which workers can accomplish with the minimum effort. On the other hand, John (2002) posited that productivity is output per employee hour, quality considered while Yousef (2000) defined productivity as the increased functional and organizational performance, including quality.

Productivity is a ratio to measure how well an organization (or individual, industry, country) transforms input resources (labor, materials, machines and land) into goods and services. The main goal of any organization is to enhance the job productivity of its employees so that it could survive in this highly competitive environment. Productivity is a multidimensional construct and an extremely vital criterion that determines organizational successes or failures. Prasetya and Kato (2011) defined productivity as the attained outcomes of actions with skills of employees who perform in some situation.

Transformational Leadership Style and Staff Productivity

Leadership expert MacGregor Burns initially introduced the concept of transformational leadership style. In 1978 according to Northouse (2015). Northouse reported Burn's transformational leadership definition as a process that occurs when one or more persons engage with others in such a way that leaders and employees raise one another to higher levels of motivation and morality. Transformational leaders are trusted "role models" who encourage instead of stifle challenge and develop leaders throughout the organization. Transformational leaders according to Avolio et al (2004) and Martin (2019) use the "Four I's": The four dimensions of transformational leadership are:

- i. idealized influence, which deals with building confidence and trust. Idealized influence requires the transformational leader to act as a role model to all in the organization. Through idealized influence, employees learn to trust and identify with a leader.
- ii. inspirational motivation, which deals with motivating the entire organization.
- iii. intellectual stimulation, which involves arousing and changing staff's awareness of problems and their capacity to solve those problems; and individualized consideration,

which involves responding to the specific, unique needs of staff to ensure they are included in the transformation process of the organisation. Intellectual stimulation causes employees to think about challenges and examine obstacles in new ways. This stimulation leads to innovation and creative problem solving. To make use of individualized consideration, the transformational leader treats each member of the organization as unique, with his or her own goals, desires, and needs. The leader thus helps each member to reach his or her full potential.

- iv. Inspirational motivation, idealized influence, individual consideration and intellectual stimulation are the key dimensions of transformational leadership. Inspirational motivation creates a shared understanding between leaders and followers of goals and priorities.

When true transformational leadership is in place, everyone throughout the organization become a leader. A transformational leader is judged not just by how well he or she meets performance criteria but also by how many in the organization become transformational leaders themselves, (Bass and Avolio, 2004).

Transformational leadership is linked to charisma according to Woodruffe (2004). Transformational leaders articulate a shared realistic vision, they create a sense of purpose, their individualized concern is inspired by acting as a model, and they stimulate their employees intellectually. According to Rowold and Rohmann (2010), leaders that have adopted a transformational style of leadership “emphasize higher motive development and arouse employees’ motivation and positive emotions by means of creating and representing an inspiring vision for the future”. For these authors, transformational leadership appears to offer more practical possibilities and opportunities than charismatic leadership. This tends to suggest to leaders behavioral attitudes that could extract the best from their employees.

Transformational leaders are socially and emotionally intelligent; they are inspiring, charismatic; know how emotions affect them and how they should use their emotions and their vision to increase excitement, optimism and inspiration among employees (McKee 2014). As maintained by Jin (2010), transformational leadership integrates the elements of empathy, compassion, sensitivity, relationship building, and innovation. According to Aldoory and Toth (2004), transformational leadership includes the elements of participative decision making and sharing of power. Gibson et al., (2012), explained that transformational leaders have the ability to inspire and motivate employees to achieve results greater than originally planned by reinventing the entire philosophy, system and culture of the organisation.

Adair (2009) averred that transformational leaders are change agents and enablers because they inspire those who are working for them to become high performers and enable their employees to become leaders themselves. Transformational leaders become moral agents because they spur personal and professional growth in the followers. Taffinder (2006) describes the general characteristics of transformational leaders as follows:

- i. have deep convictions about what they want to achieve,
- ii. prepared to go against conventional wisdom,
- iii. have determination to make things happen to execute plans,
- iv. seek opportunities to make convictions and aspirations real,
- v. encourage autonomy in others to seek opportunities,
- vi. clear about agendas and
- vii. aspire through logic and appeal to shared ambitions.

Transformational leadership is about building relationships among people and creating real, significant change by emphasizing values and creating a shared vision among those in the organization. Transformational leaders generally rise during times of turmoil and change in an organization. The first priority of a transformational leader is to identify and understand the needs of the individuals in the organization and then elevate those needs. By focusing on their requirements, the transformational leader motivates individuals to achieve at higher levels and to produce the type of work they did not think they could. This increases the employees' beliefs in themselves and their abilities. Transformational leaders inspire employees to "transcend their own immediate self-interest" and focus on the common interests of their colleagues and the organization as a whole (Avolio and Bass, 2004). There are four (4) elements of transformational leadership to job productivity according to McShane and Glinow (2000). They are:

- i. Creating strategic vision
- ii. Communicating the vision
- iii. Modelling the vision
- iv. Building commitment towards the vision.

Transactional Leadership Style and Staff Productivity

Transactional leadership involves helping organizations achieve their current objectives more efficiently, such as linking job performance to value rewards and ensuring that employees had the needed resources to get the job done (McShane and Glinow, 2009). McShane and Glinow further stated that transactional leadership focuses on behaviors that improves employee performance and satisfaction. Daft (2008) asserted that transactional leadership could be quite effective, transactional leaders help to build employees' confidence and involve commitment to follow the rules and that transactional skills are important for all leaders. Transactional leadership is really a type of management technique, and not a true leadership style because the focus is on short-term tasks (Mind Tools, 2011). Johnston (2021) maintained that the approach emphasizes getting things done under the status quo umbrella, almost in opposition to the goals of the transformational leadership. Transactional leadership is a "by the book" approach in which leaders work within the rules.

Transactional leadership style is based on extrinsic motivation for improved productivity of employees (Kreitner and Kinicki, 2010). Transactional leaders identify, define

and communicate what needs to be done and how the instruction will be carried out (Piccolo and Calquitt, 2006). Organisations tend to adopt transactional leadership in an attempt to increase performance of their employees (Varol and Varol, 2012). According to Marques (2007), the trait of transactional leaders of setting goals and promising reward motivate the employees that ultimately can lead to improved performance. Reward and recognition are provided contingent on followers to successfully carry out their roles and assignments (Boonzaier, 2008). Transactional leaders allow employees to fulfill their own self-interest, minimize workplace anxiety, and concentrate on clear organisational objectives such as increased quality, customer service, reduced costs, and increased production (Sadeghi and Pihie, 2012). Unsar, (2014) described transactional leaders as leaders that practice the style of doing work or making other people do the work by making their on-going activities more proficient and developed.

Transactional leadership style usually gives the employees or subordinates rewards or punishments for tasks carried out. The word 'transaction' implies that rewards are given for actions taken (either positive or negative). That is, when a productive action is taken resulting in the inability to meet set goals, the individual is rewarded negatively; but when an unproductive action is taken, the individual is accorded due punishments by the leaders. Similarly, Petersen (2012) reiterates that the transactional leadership style 'professes that people are motivated by rewards and punishments' towards their job productivity in an organization. Jung (2001) broke down transactional leadership as an exchange between employees and leaders desired outcomes by fulfilling the leader's interest and expectations, which involves promises or commitments embedded by respect and trust. He also sees transactional leadership as leader's attitude toward identification of staff's needs and aspirations and clearly demonstrating the ways to fulfill these needs in exchange of performance for staff's so that they can be productive to the organisation.

According to Spahr (2016), a transactional leader is said to possess the following characteristics:

- i. Carries out short-term goals;
- ii. Highly analytical and logical (very left-brained);
- iii. Works with outlines, policies and procedures;
- iv. Highly inflexible;
- v. Detest change;
- vi. Drives subordinates to adhere strictly to rules and do things according to the books;

Due to the inflexible and highly structured nature of the transactional leadership style, creativity is usually not encouraged, employees or subordinates only function in response to the outlined assignments given, they are not pushed to things outside the box.

Transactional leaders use an exchange model, with rewards being given for good work or positive outcomes. Conversely, people with this leadership style also can punish poor work

or negative outcomes until the problem is corrected. One way that transactional leadership focuses on lower level needs is by stressing specific task performance. Transactional leaders are effective in getting specific task completed by managing each portion to an individual in an organization to carry out job task. Transactional leaders are concerned with process rather than forward thinking ideas. These type of leaders focus on contingent reward (also known as contingent positive reinforcement) or contingent penalization (also known as contingent negative reinforcement). Contingent rewards (such as praise) are given when the set goals are accomplished on time, ahead of time, or to keep subordinates working at a good place at different times throughout completion (Hassan, 2019).

Methodology

The research design adopted in this study was correlational research design. The population of this study consisted 458 respondents (128 professionals and 330 para-professionals' librarians) in the seven federal university libraries of south-south Nigeria. Purposive sampling technique was used to sample 354 respondents (118 professionals and 236 para-professional librarians from the university libraries under study. Instrument for data collection was validated by three experts, two experts from the Department of Educational Technology, Library and Information Science and one from the Department of Psychological Foundation, University of Uyo. To test for internal consistency a reliability test was conducted with 20 librarians who were not part of the sample size but from the mother population and a reliability coefficient of .89 was obtained. Data obtained from administering the questionnaire were statistically treated with Pearson Product Moment Correlation for the research questions and research hypotheses. All the hypotheses were tested at 0.05 significance level.

Research Question 1: What is the relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria?

Table 1: Summary of relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria

Variables	N	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	r	Remarks
Transactional leadership	108	628	394384	413852	0.52	Moderate positive relationship
Staff productivity	216	659	434281			

Table 1 showed the correlation coefficient value of 0.52. This value is found to be moderate positive relationship. This indicates that librarians' transactional leadership style has a moderate positive relationship with staff productivity. Thus, the result implies that there exists a relationship between librarians' transactional leadership style and staff productivity.

Research Question 2: What is the relationship between librarians' transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria?

Table 2: Summary of relationship between librarians' transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria

Variables	N	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	r	remarks
transformational leadership	108	751	564001	494909	0.075	Very high positive relationship
Staff productivity	216	659	434281			

Table 2 showed the correlation coefficient value of 0.75. This value is found to be very high relationship. This indicates that librarians' transactional leadership style has a very high relationship with staff productivity. Thus, the result implies that there exists a relationship between librarians' transactional leadership style and staff productivity.

Null Hypothesis 1: There is no significant relationship between librarians' transformational leadership style and staff productivity in Federal university libraries of South-South Nigeria

Table 3: The Result of PPMC analysis of the relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria

Variables	N	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	r	p-value	Decision
transactional leadership	108	628	394384	413852	0.52	0.025	S
Staff productivity	216	659	434281				

S= significant, df=322

The result on Table 3 showed a calculated r-value of 0.52 and a p-value of 0.025 when compared with at a significant level of 0.05 since the p-value is less than the acceptable level of significance. The null hypothesis, which stated that there is no significant relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria, is rejected. This means that the librarians' transactional leadership style has a significant relationship with staff productivity in Federal university libraries of South-South Nigeria.

Null Hypothesis 4: There is no significant relationship of librarians' transformational leadership style and staff productivity in Federal University libraries of South-South Nigeria

Table 4: The Result of PPMC analysis of the relationship between librarians' transformational leadership style and staff productivity in Federal University libraries of South-South Nigeria

Variables	N	$\sum X$ $\sum Y$	$\sum X^2$ $\sum Y^2$	$\sum XY$	r	p-value	Decision
transformational leadership	108	751	564001				
Staff productivity	216	659	434281	494909	.075	0.001	S

S= significant, df=322

The result in Table 4 showed a calculated r-value of 0.75 and a p value of 0.001 when compared with at a significant level of 0.05 since the p-value is less than the acceptable level of significance. The null hypothesis, which stated that there is no significant relationship between librarians' transactional leadership style and staff productivity in Federal university libraries of South-South Nigeria, is rejected. This implies that librarians' transformational leadership style has a significant relationship with staff productivity in Federal university libraries of South-South Nigeria.

Findings of the Study

1. Librarians' transformational leadership style has a significant relationship with staff productivity in Federal University libraries of South-South Nigeria.
2. Librarians' transactional leadership style has a significant relationship with Staff productivity in Federal University libraries of South-South Nigeria.

Discussion of Findings

Relationship between Librarian Transformational Leadership Style and Staff Productivity

The findings showed that librarians' transformational leadership style had a very high positive relationship with staff productivity; and that there is a significant relationship with staff productivity in Federal University libraries of South-south Nigeria. The result rest on the fact that transformational leadership style encourages, inspires, motivates and create change that helps to grow and improve staff productivity.

The finding corroborates with Hassan (2019) that transformational leadership motivates followers to go beyond the minimum requirements of the job descriptions, resulting in higher levels of contextual performance. Mayowaa-Adebara's (2018) study is in line with the finding of this study as it found out that transformational leadership style was most practiced in South-West Universities' libraries because supervisors made employees feel good, develop themselves and be motivated. In addition, Abba et al (2016) affirmed the finding of the study by revealing that transformational leadership style influence academic staff productivity. The

findings also agree with the works of Bennis (2006) and Hautala (2016) with the indication that higher productivity, lower employee turnover rates, higher job satisfaction and self-motivation happen when transformational leadership style is used. The findings of Rehman et al (2012) agrees with the present finding as it reported a positive correlation between transformational leadership styles with organisational commitment. Transformational leadership style leaves staff with the opportunity to come up with new ideas and also look at the future's productivity. On this note, the findings of this study maintain that transformational leadership style consistently predict staff productivity in Federal Universities in South-South Nigeria.

Relationship between Librarian Transactional Leadership Style and Staff Productivity

The finding from the study indicated that librarians' transactional leadership style has a moderate positive relationship with staff productivity; and there exist a significant relationship with staff productivity in Federal university libraries of south-south Nigeria. This result stems from the fact that transactional leadership style relies on supervision and organization through which errors corrected. The finding is in line with the finding of Paracha et al (2012) who stated that both transactional leadership style is positively linked with employees' performance and has a more significant relationship with employees' performance. The finding also corresponds with that of Pradeep and Prabhu (2011) whose study showed a positive association of transactional leadership style with employees' performance. Although staff may not be punished, roles and tasks are clarified where the staff are told what to do to reach a high productivity, which in this case attract rewards for positive outcomes. The finding disagrees with that of Abba et al (2016) that transactional leadership style does not have positive significance in staff productivity. Abodunde, Ayo-Oyebiyi and Unachukwu (2017) also affirm the weak significance as it affects employees' job satisfaction. Hence, the findings of the present study concluded that librarians' transactional leadership style have been seen as strongly related with staff productivity in Federal Universities in South-south Nigeria.

Conclusion

Leadership involves influence, entails working with people and is concerned with effective goal accomplishment depending on the style adopted. The study therefore concluded that democratic, transformational and transactional leadership styles adopted by librarians motivate staff to put in their best to achieve set goals in Federal universities in South-South Nigeria. While autocratic and laissez-faire leadership styles adopted decrease staff productivity.

Recommendations

The following are the recommendations made in the light of the findings of the study:

1. Professional Librarians should possess qualities of transactional roles to enable stable productivity among staff in federal university libraries.

2. Transformational leadership styles should be fully adopted by professional librarians today as this will encouraged high staff productivity.
3. Professional Librarians should possess Transactional leadership quality as it has a high degree of clarity to the employees.
4. Professional Librarians should allow other librarian to know exactly what are expected from them as they will feel productive in reaching clearly defined goals and objectives.

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