CHAPTER 3

PURPOSE OF THE STUDY

Literature review in the previous chapter has suggested a framework for identification of various leadership styles and their effectiveness. A number of studies has been conducted previously to examine the issues regarding effectiveness of nurturant-Task (NT) style besides other styles of leadership in Indian setting. But so far, no study has been conducted to identify the leadership styles of librarians working in academic libraries in India.

Objectives of the Study

The qualities that librarians are expected to possess revolve around direction, security and environment (Fink, 1987). Direction means leadership, clear administrative lines and flexibility; Security means stability and proper job satisfaction and finally environment indicates responsibility, prestige, growth, support or in total favourable working conditions. Presence of these factors makes it possible for librarians to be effective.

The main variable to be investigated in the present study is leadership styles of librarians which is thought to be influenced by environment or organisational climate. The relation between background variables namely age, sex, educational qualifications, tenure in present position and organisations, number of subordinates etc. and leadership styles of librarians is also under investigation. The underlying assumption is that background variables will
determine and influence the choice of leadership style of librarians.

The nature and direction of relationships between the variables is illustrated in Figure No. 3.1

Fig. 3.1. A model to study Leadership Styles and their effectiveness
It is clear from the above figure that the main variables to be studied are leadership styles, organisational climate and background variables. Leadership style will be measured as self-assessed as well as assessed by subordinates. The purpose of the present study is mainly as follows:

1) to identify the leadership styles of Librarians working in academic Institutions.

2) How does the organisational climate affect the leadership style or behaviour of Librarians?

3) How does the background variables effect the leadership style?

4) How does the leadership style vary with respect to organisational climate.

The underlying assumptions are that leadership styles of librarians will not differ significantly from leadership style of persons working in other organisations of India and the participative behaviour of a leader will be higher in a favourable organisational climate whereas the autocratic behaviour of a leader will be higher in an unfavourable climate. Further the socio-economic conditions of a librarian will influence and determine his/her choice of leadership style. It is reasonable to expect here that choice of a particular style is affected by designation, age, length of service, educational qualifications etc. Keeping in view the above assumptions main hypotheses to be tested are as follows:

1. Socio-cultural considerations being the same, leadership styles of librarians working in India will not differ significantly from leadership styles of managers working in other organisations in India.

2. The favourable the organisational climate is, the more people oriented leadership style the leader is having whereas, the less favourable the organisational climate is, the authoritarian style the leader is having.

3. Socio-economic factors, namely age, sex, qualifications, promotions, tenure in present position and tenure in present organisation, designation and number of subordinates will determine and influence the choice of leadership style.

The method adopted for investigation is discussed in next chapter.