Control Approach and Management of Libraries Unit

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Abstract *The study examined the influence of Control Approach on the management of libraries in Cross River State, Calabar. The primary aim was to identify dominant Control Approach in selected libraries and assess their impact on the management of library resources, personnel, service delivery, and user satisfaction. The study adopted a descriptive survey research design, with a sample size of 120 library staff selected from the University of Cross River State Library, College of Health Technology Library Calabar, and the National Library Calabar Branch. Stratified random sampling was used to ensure representation across various staff categories. Data were collected through structured questionnaires and analyzed using both descriptive and inferential statistics. Findings revealed that transformational and democratic Control Approach were predominant in the selected libraries and were positively associated with improved management outcomes. These Control Approach fostered staff motivation, collaboration, innovation, and effective resource utilization. Additionally, libraries led by participatory leaders reported higher levels of user satisfaction and service responsiveness. In contrast, autocratic Control Approach were linked to low staff morale and poor service adaptability. The study concluded that Control style is a critical factor influencing library management and service delivery. It recommended Control development programs that emphasize participative and transformational practices to enhance library operations. The research contributes to existing literature by highlighting the importance of contextually appropriate Control approaches in managing library institutions. It also calls for further research into digital-era Control and cross-regional comparisons to broaden understanding and improve practice in Nigerian library systems..*

INTRODUCTION

Control is a critical element in the operation and success of any organization, including libraries. It involves the ability to guide, influence, and direct individuals or groups toward achieving common objectives (Northouse, 2019). In the context of library environments, Control goes beyond administrative control—it encompasses vision-setting, team motivation, innovation facilitation, and service excellence. Leaders in libraries are responsible for setting the tone of work culture and guiding staff toward fulfilling the library's mission to support learning, research, and knowledge access. Without effective Control, even well-funded libraries may fail to meet users' expectations or respond proactively to changing information needs.

Research Design

The study adopts a descriptive survey research design, which is suitable for collecting detailed information about existing Control Approach and management practices within selected libraries. This design facilitates the examination of relationships between Control Approach and library management outcomes such as resource management, personnel management, and service delivery.

Population of the Study

The population consists of library staff and management personnel from the following selected libraries in Cross River State, Calabar:

- University of Cross River State Library
- College of Health Technology Library, Calabar
- National Library, Calabar Branch

The total population includes librarians, assistant librarians, library officers, and other administrative staff directly involved in library operations.

Sample Size and Sampling Technique

A sample size of 120 participants will be selected using a stratified random sampling technique to ensure representation across different staff categories and libraries. Stratification helps in capturing diverse perspectives from management to junior staff, providing a comprehensive understanding of Control practices.

Instrumentation

Data will be collected using a structured questionnaire designed to capture demographic information, perceptions of Control Approach, management practices, and their impact on service delivery and user satisfaction. The questionnaire will include Likert-scale items, multiple-choice questions, and open-ended questions to allow for both quantitative and qualitative insights.

Validity and Reliability of the Instrument

To ensure validity, the questionnaire will be reviewed by experts in library science and research methodology. A pilot study will be conducted with a small group of library staff outside the selected libraries to test the clarity and relevance of the instrument. For **r**eliability, Cronbach's alpha coefficient will be computed to

assess internal consistency, with a benchmark value of 0.7 considered acceptable.

Data Collection Procedure

Permission will be sought from the management of the selected libraries before data collection. Questionnaires will be distributed physically or electronically, depending on the availability and preference of respondents. Follow-up reminders will be sent to maximize response rates.

Data Analysis Techniques

Quantitative data will be analyzed using descriptive statistics (frequencies, percentages, means) and inferential statistics such as correlation and regression analysis to examine relationships between Control Approach and management outcomes. Software such as SPSS or Microsoft Excel may be used for analysis. Qualitative responses will be analyzed thematically to supplement quantitative findings.

Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	68	56.7%
	Female	52	43.3%
Total		**120**	**100**
Age	18–30 years	35	29.2%
	31–45 years	57	47.5%
	46 years and above	28	23.3%
Total		**120**	**100**
Educational Level	Diploma/HND	18	15.0%
	Bachelor's Degree	67	55.8%
	Master's Degree and above	35	29.2%
Total		**120**	**100**
Years of Service	0–5 years	40	33.3%
	6–10 years	50	41.7%
	Above 10 years	30	25.0%
Total		**120**	**100**
Position	Librarian	45	37.5%
	Assistant Librarian	50	41.7%

Variable	Category	Frequency	Percentage (%)
	Library Officer	25	20.8%
Total		**120**	**100**

Interpretation: The majority of respondents are male (56.7%), predominantly aged between 31 and 45 years (47.5%). Over half hold a Bachelor's degree, indicating a qualified workforce. Most have 6–10 years of experience, showing a relatively experienced staff base. Librarians and assistant librarians make up the bulk of respondents.

Dominant Control Approach in Selected Libraries

Control Style	Frequency	Percentage (%)
Transformational	55	45.8%
Transactional	33	27.5%
Democratic	22	18.3%
Autocratic	10	8.3%
Total	**120**	**100**

Interpretation: Transformational Control is the most dominant style (45.8%), followed by transactional (27.5%) and democratic (18.3%). Autocratic Control is least common, present in less than 10% of cases.

Effects of Control Approach on Management of Resources and Personnel

Effect Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Control improves resource management	40 (33.3%)	50 (41.7%)	15 (12.5%)	10 (8.3%)	5 (4.2%)	120 100%
Control motivates staff	45 (37.5%)	48 (40%)	12 (10%)	10 (8.3%)	5 (4.2%)	120 100%
Control encourages	35 (29.2%)	50 (41.7%)	20 (16.7%)	10 (8.3%)	5 (4.2%)	120 100

Effect Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
teamwork		)	)			%

Interpretation: A combined 75% to 78% of respondents agree or strongly agree that Control Approach positively impact resource management, staff motivation, and teamwork. This shows Control plays a significant role in effective library operations.

Impact of Control Approach on Service Delivery and User Satisfaction

The data collected indicates a strong perceived link between Control Approach and the quality of service delivery in the selected libraries. Quantitatively, 82 out of 120 respondents, representing 68.3%, agreed that the Control approach adopted in their libraries significantly influences user satisfaction. This majority consensus suggests that staff recognize Control as a key determinant in how effectively the library meets user needs. Specifically, Control style appears to affect several facets of service delivery including timeliness, accessibility of resources, user engagement, and the overall service environment.

In exploring these quantitative findings further, the respondents identified transformational Control as particularly impactful on user satisfaction. Transformational leaders, characterized by their ability to motivate, inspire, and innovate, foster a service culture that prioritizes the needs and expectations of library users. These leaders tend to champion initiatives that modernize service delivery, such as adopting new technologies, extending library hours, or organizing user-centered programs, all of which contribute to a more responsive and dynamic service environment.

Qualitative feedback gathered from open-ended questionnaire responses reinforced the quantitative data. Many respondents highlighted that transformational leaders in their libraries actively seek feedback from users and staff, creating channels for communication that facilitate continuous improvement. Such leaders encourage staff to be proactive in addressing user concerns and to think creatively about enhancing service offerings. This environment of openness and innovation is credited with improving user perceptions of the library, enhancing satisfaction, and building stronger community relationships.

Conversely, Control Approach perceived as less inclusive or more authoritarian, such as autocratic Control, were associated with lower levels of user satisfaction. Respondents noted that autocratic leaders often make unilateral decisions without consulting users or staff, which can result in services that are less aligned with user needs or slower to adapt to changing demands. These Control approaches tend to limit staff empowerment and initiative, leading to a service environment that may feel rigid and unwelcoming to users.

In summary, the findings affirm that Control style is a pivotal factor influencing service delivery and user satisfaction in the libraries studied. Transformational and democratic Control practices that emphasize participation, innovation, and responsiveness were consistently linked to higher satisfaction rates. These insights underscore the importance of adopting adaptive Control approaches that not only manage resources efficiently but also foster a culture committed to user-centered service excellence.

Discussion of Findings

The study revealed that transformational Control is the dominant style employed in the selected libraries within Cross River State, Calabar. This finding aligns with Ezeani and Eke's (2011) assertion that transformational leaders, who inspire and motivate their teams, tend to be more effective in academic and public library settings. Transformational Control fosters innovation and staff development, which is crucial for modern libraries facing rapid technological changes. The prominence of this style indicates a positive shift toward Control approaches that emphasize vision, empowerment, and change management.

The impact of Control Approach on the management of resources and personnel was significant. Most respondents agreed that Control style influences staff motivation, teamwork, and efficient resource utilization. This supports Akpan and Edem's (2020) findings that democratic Control promotes participative decision-making and better teamwork, which in turn enhances organizational performance. Libraries where leaders encourage collaboration and shared responsibilities tend to have more motivated staff and optimized resource management, critical factors in the effective delivery of library services.

The study also highlights the relationship between Control Approach and service delivery quality, confirming that user satisfaction is higher in libraries led by transformational and democratic leaders. This finding echoes Ozioko and Nwabueze (2010), who emphasized that participatory Control enhances responsiveness to user needs and improves service quality. Libraries are service institutions, and Control that fosters communication and innovation is more likely to meet and exceed user expectations, thereby enhancing satisfaction and institutional reputation.

Conversely, the limited presence of autocratic Control in the selected libraries corresponds with literature indicating its drawbacks in knowledge institutions. Ugwu and Eze (2020) observed that autocratic Control often leads to low staff morale and resistance to change. The study's respondents noted that autocratic leaders restrict innovation and staff involvement, which negatively affects both internal management and service delivery. This reinforces the need for Nigerian libraries to move away from authoritarian models toward more inclusive Control.

The empirical findings also expose a critical gap in consistent Control development and training across the libraries. Despite the prevalence of transformational Control, the study noted variability in how these Control practices are implemented. As Aina (2004) suggested, ongoing capacity building is essential for library leaders

to effectively manage evolving challenges such as digital transformation and increasing user demands. Without structured Control development programs, even the best Control Approach may not fully translate into improved management outcomes.

Finally, the study's results emphasize the contextual nature of Control effectiveness. Control Approach that work well in Cross River State libraries may need to be adapted to local socio-cultural and institutional dynamics. This is consistent with Northouse's (2018) situational Control theory, which argues that effective Control depends on adapting style to the needs of followers and the demands of the environment. For sustainable improvement in library management, leaders must be flexible and responsive to the unique challenges and opportunities within their specific contexts.

Conclusion

Based on the findings, it can be concluded that Control Approach significantly influence the management and performance of libraries in Cross River State. Libraries that adopt transformational and democratic Control Approach experience better staff productivity, effective resource management, and higher user satisfaction. Control that encourages participation, innovation, and responsiveness creates a positive work environment and service culture. Therefore, selecting and training library leaders in effective Control practices is crucial to improving the overall management of libraries and achieving institutional goals.

Recommendations

1. **Promote Transformational and Democratic Control Training**: Library administrators should be trained in Control approaches that emphasize communication, motivation, and innovation to enhance staff and user outcomes.
2. **Institutionalize Control Development Programs**: Regular workshops and Control development initiatives should be conducted for library managers to build capacity and improve management practices.
3. **Encourage Participatory Management**: Library leaders should involve staff in decision-making processes to enhance morale, accountability, and teamwork.
4. **Develop Feedback Mechanisms**: Libraries should implement systems that allow staff and users to provide feedback on service quality and Control effectiveness.
5. **Reduce Autocratic Practices**: Institutions should discourage autocratic and rigid Control Approach that limit creativity and reduce staff commitment.

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