Library Leadership in Goa

Dissertation submitted in partial fulfilment of the requirements of

Goa University for the degree of

Master of Library and Information Science

By

Rakshanda Anand Naik

Enrolment No: 22P034010

Under the supervision of

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Library and Information Science Programme

Goa University,

Taleigao Plateau, Goa

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CERTIFICATE

This is to certify that the dissertation entitled " Library Leadership In Goa" is a record of work submitted by Miss. Rakshanda Anand Naik in partial fulfilment of the requirement of the degree of Master of Library and Information Science of Goa University is her own work carried out under the guidance and worthy of examination.

Mr. Milind Mhamal

Research Guide

D. D. Kosambi School of Social Sciences and Behavioural Studies

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DECLARATION

I hereby declared that the data presented in this Dissertation entitled " Library Leadership In Goa" is based on the results of investigations carried out by me in the Library and Information Science at the D. D. Kosambi School Of Social Sciences and Behavioural Studies, Goa University under the Supervision of Mr. Milind Mhamal and the same has not been submitted elsewhere for the award of a degree or a diploma by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations / experimental or other findings given the dissertation.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to anyone as needed.

Date: 28-04-2023

Place: Taleigoa, Goa.

Rakshanda Anand Naik

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ACKNOWLEDGEMENTS

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CHAPTER – I

INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

The leadership in libraries play a crucial role in giving customers a good library services. The librarian or library manager must be an educated, capable leader and well-rounded person who cares about the needs of both the employees and the public. Library work is a team work and librarians has the responsibility to bring about proper coordination among various sections to achieve the prime objectives, i.e. users'satisfaction. Leadership for library profession, is more of relationship between people than the characteristics of a single individual. Leadership should be legitimately exercised at multiple levels by staff in a library.

The concept of leadership is one that people apply to their professional and personal lives. The individuals must acquire knowledge of the meaning and importance of leadership in order to carry out this notion in an efficient and worthwhile way. They will put it into practise after they comprehend its significance and how it will help them to effectively carry out their job responsibilities and accomplish their intended goals. The primary goal of the leaders is to educate, encourage, and support their subordinates in carrying out their work responsibilities in a well-organized and systematic way and accomplishing the targeted goals and objectives. Leaders must install moral and ethical qualities that promote kindness and wellbeing as they carry out their jobs or collaborate with others. The leaders must also be knowledgeable about ways to deal with changes and make sure that these strategies prove effective for both the individual members of the organisation and the entire. Therefore, it can be said that those in leadership roles need to effectively understand this notion before performing their jobs. (Kapur, 2020)

Library leadership in Goa refers to the people working in different kind of libraries such as schools, colleges, universities, public libraries, research libraries, etc (Amarpuri, 2017). They play a crucial role in their respective fields. Libraries today need to evolve and improve, and this requires strong leadership to foster employee excitement and cooperation. Hence there is a need for innovative leader with knowledge of cutting-edge library building techniques. Leadership in Library is key to promoting creativity among employees and without them changes will be difficult or unattainable. Each library leader has their own style of leadership, and rather than trying to adhere to a rigid model of how to lead, they should aim to develop and improve it. (Alqahtani, 2018)

There is few research available on library leadership in Goa, therefore, this problem was undertaken as a topic of my research. This project weigh up on the definition of leadership, the goals of the subject, the qualities, skills, and abilities of leadership, the challenges faced by library leaders, the approaches to leadership, library leadership in various fields, the opportunities open to library professionals, the leadership techniques and plans in place they use in their day-to-day leadership lives as a leader and what other actions they have taken outside of the field.

1.2 Definition of the terms:

Leadership

According to Merriam Webster Dictionary, "Leadership is the office or position of a leader, the capacity to lead and the act of instance of leading."

According to the Oxford Dictionary, " The action of leading a group of people or an organization."

Library

According to S.R. Ranganathan, " Library is a public institution or establishment charged with the care of collection of books and the duty of making them accessible to those who require to use them."

According to UNESCO, " Library is any organized collection of printed books an periodical or any other graphic or audio-visual materials with a staff to provide and

facilitate the use of such materials as are required to meet the informational research, educational and recreational needs of users."

Goa

In the later Vedic period(c. 1000-500 BC) when Hindu epic " Mahabharata" was written, Goa has been referred to with the Sanskrit name " Gomantak", a word with many meanings, signifying mostly a fertile land: but however, it is the Portuguese who gave Goa its name. Goa is the smallest state in India. Vasco da Gama discovered Goa in 1543 and gave a world over recognition. People of Goa speak in the Konkani Language. Goa is known for world-famous beaches.

1.3 OBJECTIVES

1. To know what is leadership.
2. To ascertain skills required for library Leadership.
3. To know about the library leadership in various fields.
4. To know the qualities of effective leader.
5. To determine various challenges faced by librarian in library leadership

1.4 SCOPE OF THE STUDY

Study focuses on Library Professionals' leadership in Goa's Libraries. Its aim to know leadership qualities in the librarians of Goa in various fields and to ascertain what challenges they have faced and how do they have overcome it and as a leader or as a librarian what steps or initiatives they have taken or what good work they have done for the betterment of the library or society.

1.5 HYPOTHESIS

1. Every Library Professional is not a leader.

1.6 RESEARCH METHODOLOGY

1. I have explored all the different related literature available on the topic.
2. I have browsed different websites related to the topic.
3. I have used the questionnaire method to collect the information
4. I have made use of data analysis to make the analysis clear.

1.7 LIMITATIONS

The study was limited to the library professionals in Goa.

1.8 ORGANIZATION OF THE STUDY

Chapter I: INTRODUCTION

Chapter II: REVIEW OF LITERATURE

Chapter III: OVERVIEW OF LEADERSHIP

Chapter IV: NATIONAL & INTERNATIONAL

Chapter V: DATA ANALYSIS& INTERPRETATIONS

Chapter VI: FINDINGS & SUGGESTIONS

Chapter VII: CONCLUSION

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CHAPTER – II

REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

In order to conduct any research work Review of Literature is very essential. In order to understand the background of your chosen topics review of literature is carried out. A literature review is academic articles, conference proceedings, surveys, books, and other sources relevant to a particular issue, area of research, or theory, and by doing so it provides a description, summary, and critical evaluation of these works in relation to the research problem that is being investigated.

The purpose of a literature review is to collect relevant, timely research on your chosen topic, and synthesize it into a cohesive summary of existing knowledge in the field. This then prepares you for making your own argument on that topic, or for conducting your own original research.

1. (Phillips, 2014) Discussed in his article several topics such as ambiguity in definitions of leadership in LIS curriculum, library leadership and new librarians. These topics attest to the diversity of research on leadership and LIS education. It also reveals the gaps in research and LIS curriculum that should be addressed in future studies and or by iSchools and L-Schools.

2. (Pasha & Jange, 2016) States, Leadership is one of the key competencies for librarians in managing the academic and research libraries for better productivity, visibility and development of functional and innovative libraries. The study reviews the existing literature on library leadership and competencies required become strategic library leaders have been discussed based on various leadership models proposed by management gurus. It also highlights the research study to determine the traits for leadership effectiveness among librarians in Dubai and results are reported.

3. (Malik, 2017) This article describes the meaning of leaders, leadership and thrown light on library leadership and qualities of library leadership that helps

to suit the need of digital librarianship. The basic fundamentals provide a solid base of skills. The changing role of library leaders in present digital knowledge society are prevalent subject expert, global information provider, resource manager, creator, preservation, navigational guide, communicator, financial manager, time managers, legal advisor, personnel manager, mentor and tech savy. They discuss the issues or challenges that come in way of library leadership.

4. (Amarpuri, 2017) This article presents the changing roles of libraries and librarians in the society. This change is mandatory to be taken place in different libraries such as colleges, universities, public libraries, schools; research organisation etc. this paper will enable us to learn about objectives, role and challenges faces by library leaders in this digital era.

5. (Buschman, 2016) Examines the political nature of library leadership and acknowledges consistent problems within the management and leadership literature. The political nature of leadership is offered as an insight versus the usual imitation of business management discourse. A critical theory of library leadership is offered. The paper proceeds by examining what we mean by leadership and political and how those concepts relate before analyzing what has changed to call forth a critical interpretation and framework for library leadership.

6. (Narang & Kumar, 2016) Article describes how leadership is important in libraries, where teamwork and collaboration are always necessary. Staff members are motivated to change the nature of their job in a positive way and to develop strong professional abilities by the leadership qualities exhibited by librarians. The study also made an effort to address the leadership competencies and skills needed for librarians to cope with a variety of strategic and managerial issues pertaining to the overall growth of libraries and human resources. Article highlights and discusses some of the leadership qualities that librarians need to develop in order to do from managers to leaders. The main goal of the article is to motivate aspiring librarians to change for the better and advance their careers by teaching them managerial skills.

7. (Wong, 2017) Intended to demonstrate academic librarians 'expertise of leadership and leadership development in practise. Design, methodology,

approach, and a literature review on academic library leadership were completed. Particular attention was given to the three prevalent leadership philosophies found in academic libraries: emergent leadership, team leadership, and headship. The paper examines ideal leadership qualities, actual leadership growth, and leadership as it is understood by librarians. Librarians are aware that leadership is a process of influence and does not only come from formal leaders. There is a need for a more systematic understanding of good leadership. The majority of leadership research in the field takes a headship perspective; team and emerging leadership have not been extensively examined in the literature.

8. (Alqahtani, 2018) In this article author says that the libraries need creative leaders with knowledge of contemporary development techniques to implement changes and foster development within the library. As a result, library requires a strong leadership to encourage employee's creativity. Without strong leadership, improvements would be challenging or impossible to implement. This article tells us about the leadership, how it is different from management, and other related topics. Along with the primary leadership styles, leader's qualities, and aims, it also tells the challenges faced by the librarian.

9. (Kapur, 2020) Stated that all levels of educational institutions, as well as different kinds of organisations and households, require the application of leadership qualities. Therefore, those in leadership roles need to focus on developing these skills on a regular basis. The types of leadership's i.e. autocratic or dictatorial leadership, democratic leadership and laissez-faire or free rein leadership are discussed in this paper. The functions of leaders are highlighted in this article. It is said that people in leadership roles should concentrate on developing an effective grasp of the notion of leadership in order to achieve organisational goals and make sure that employees are performing their job obligations well.

10. (Awan & Mahmood, 2010)Determined the relationship between the chief librarians' style of leadership, organisational culture, and employee loyalty in Pakistani university libraries. Surveys of both public and private institutions were conducted in Pakistan's federal capital, Islamabad, and Punjab (province), which served as the source of the research's data. The sampled

university libraries that had more than three librarians on staff were also included. The perception of the chief librarians' leadership style was obtained from their subordinate professionals, and a correlation between it and the organisational culture and level of job dedication was discovered. This study presents data from 115 respondents obtained using a structured questionnaire and based on t-test, Chi-square, and ANOVA testing to determine the association between pertinent factors.

11. (Fitsimmons, 2007)Discussed how management and leadership is not the same thing, but that leadership is dynamic and centred on doing the right thing. It ought to taught and modelled. It focuses on a different aspect of leadership performance standards for librarians and demonstrates how it may directly or indirectly damage the library's financial stability. Author also states that all library employees should strive to possess the qualities of effective administrative leadership because they are the ones who everyday decide how to run their departments.

12. (Wong & Chan, 2018) This article outlines the major concepts and gives an overview of adaptive leadership paradigm. Author says that academic libraries nowadays face a variety of challenges, few of which have well defined boundaries or predetermined ways to be solved. In order for libraries to not only adapt to new roles but also succeed in them, librarians must investigate how to address them. Because of this, adaptive leadership is a practise that has a good chance of guiding academic libraries through difficult shifts and problems.

13. (Akinyemi & Ifijeh, 2013)This study aims to investigate the relationship between library staff members' commitment to their jobs and their leadership style at private colleges in Southwest Nigeria. It says that good leadership is essential to an employee's satisfaction and loyalty, and leadership and leaders have a big impact on the morale and wellbeing of personnel. It also says that management should help library staff members develop their skills, knowledge, and competencies by allowing them to successfully focus their own effort towards the accomplishment of organizational goals and objectives.

14. (Sok Boon & K, 2018)This study aims to investigate how librarians and library leaders view the necessary skills for academic library leaders. The article also compares the perceptions of librarians and library leaders as well

as the chances for junior librarians to learn these skills through training options.

15. (Freedman & Freedman, 2017) This paper determines deconstructing leadership myths, whether there is a distinction between a leader and a library leader, and assisting you in developing your leadership skills through the seven stages of leadership development. This paper directed at early career librarians who are wondering about becoming a library leader. Their aim is to provide young or newly graduated librarians with encouragement, direction, and much-needed food for thought.

16. (Kassim & K.N.M, 2017) This study examines the leadership qualities of public university librarians in Malaysia by incorporating the existing theories of leadership skills, transformational leadership, emotional intelligence, and servant leadership, which is in line with the aspiration of Malaysian Ministry of Education to create a pool of human capital with first class mentality.

17. (Chow & Rich, 2013)Discusses that leaders play a crucial role in the success or failure of their team, group, or organization. Understanding the current needs of library executive is crucial considering how quickly the field of library and information studies is changing. This study examines the perspectives of academic, public, school, and special library administrators.

18. (Hicks & Given, 2013) Analysis how the LIS community views leadership generally and transformational leadership in particular. The core Competences, LIS literature, and the way the subject is taught in LIS programmes all relate leadership to management. However, these two ideas are frequently divided logically into distinct groups of actions and traits. The negative and non-people-oriented aspects of routine organizational activities, controls, and systems are related to management. Leadership, on the other hand, is future-oriented, motivational, and people-focused. The so call negative traits of management are overshadowed by the good traits of leadership.

19. (Lazarus, Adesoji, & Jinadu, 2019) This article examines the place of leadership and management techniques in academic libraries of 21st century, as well as the functions of leaders and managers, different leadership philosophies, and levels of efficacy. It says that academic libraries require both skilled and dependable followers in order to function effectively and

efficiently in the modern new economy. This is due to the fact that new technology in this era has increased the duties of librarians. Additionally, it asserts that due to fierce competition among libraries in the new global economy, rising technology, and the globalisation sparked by the internet, leadership and management roles in today's academic libraries are evolving.

20. (Shaghaei, 2022) This paper examines the leadership abilities and useful methods that can be used to support the development of resilient libraries and bring about beneficial new change in the post COVID-19 recovery period.

21. (Martin, 2020) Library Leadership Your Way articles' goal was not to teach participants how to lead, but rather to help them understand why they want to lead, how they may best lead, and what their particular style of leadership entails. Participants were invited to consider what leadership means to them, acquire general guidelines for leading themselves and others well, be exposed to significant leadership theories and philosophies, and then review their initial beliefs on leadership. By the end of the course, participants had created their own definitions of and approach to leadership, understood the fundamentals of the main theories and philosophies of leadership, and had a practise and plan for leadership in place that they could apply in their daily leadership lives.

22. (Spitzberg, 1999) This article investigates how different sources of knowledge practitioners and scholars conceive of leadership. By clarifying issues from the viewpoint of pertinent disciplines, it highlights the contributions that various disciplines make to comprehending endeavour.

23. (Gertzog, 1999) Author utter since leadership is an essential component of all social systems, it is constantly present. However, the absence of a common understanding among group members on who their leaders are may signify that there are no common objectives, or agenda, for the group. The strength of a leader comes from their capacity to express the shared objectives of the group. A group will struggle to communicate its perceptions of the individuals providing leadership if these objectives and purposes are not shared. Using the extent of respondents' shared perceptions, the list was used to determine the origin (subfield) of leadership and degree of field wide integration.

24. (Fitzmaurice, 1999) Assumes that the way to leadership is a well theorised and researchers subjects. Business claims their uniqueness through their goods and services, yet they all have one crucial element: people. This human resource is

what keeps a company alive and prosperous in any setting, be it the public or private sectors of industry or the educational sector. This study investigates present market trends and organisational practises in the domain of leadership developed by concentrating on the field work and educational possibilities provides by the centre for creative leadership.

25. (Mohammad, 2018) Speaks effective leadership qualities are essential for encouraging a team to gladly exert themselves and work together to achieve shared organisational goals. The finest leaders provide integrity, develop moral, clear vision, and stimulate creativity. Successful leadership is dependent on many essential abilities and competencies. These skills are highly required to be a successful leader in academic libraries. Although there is no idea of leadership in academic libraries without transformational leadership, which inspires employees to gain self-assurance by providing forceful help to improve performance. The purpose of this study is to reflect on the key concerns, trends, and leadership in the evolving higher education landscape. Effective leadership is absolutely necessary for library leaders, and organisations are concerned about future scenarios.

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CHAPTER III

OVERVIEW OF LEADERSHIP

CHAPTER 3

OVERVIEW OF LEADERSHIP

3.1 INTRODUCTION

Leadership is a concept that people implement in both their personal and professional life. The people involved must learn the definition and importance of leadership in order to implement this idea in a fruitful and meaning way. Also, the leaders had to be knowledgeable about the methods and techniques that can be utilized to cope with change and make sure that they are effective and beneficial to both the individual members of the business and the total. As a reason, it can be claimed that prior to performing their responsibilities, those in positions of leadership need to acquire an in-depth knowledge of this concept. They will put it into practice after they comprehend what it means and how it will help them perform their job obligations well and achieve the required goals. The major goal of leaders is to help their employees carry out their work responsibilities in systematic and organized manner in order to achieve the desired objectives and goals. When leaders carry out their responsibilities or collaborate with others, they must develop ethical and moral beliefs that build goodwill and well-being. Leadership is an important quality and it plays a key role in the context of management today. Leaders can create or destroy an organization. (Sok Boon & K, 2018)

Good leadership is crucial to an employee's contentment and loyalty since it has a big impact on their morale and general well-being. Leadership is about including others in the decision-making and problem-solving processes and listening to them, supporting and motivating them. It involves creating and enhancing their capacity for wise decision-making. In order for an organisation to work well and personnel to be committed to their jobs, the leader's leadership style is crucial. Libraries nowadays face a lot of development and improvement and this cannot happen without the support, enthusiasm and cooperation among library staff through good leaders. (Akinyemi & Ifijeh, 2013)

The concept of leadership is one that people apply to their professional and personal lives. The individuals must acquire knowledge of the meaning and importance of leadership in order to carry out this notion in an efficient and worthwhile way. They will put it into practise after they comprehend its significance and how it will help them to effectively carry out their job responsibilities and accomplish their intended goals. The primary goal of the leaders is to educate, encourage, and support their subordinates in carrying out their work responsibilities in a well-organized and systematic way and accomplishing the targeted goals and objectives. Leaders must install moral and ethical qualities that promote kindness and wellbeing as they carry out their jobs or collaborate with others. The leaders must also be knowledgeable about ways to deal with changes and make sure that these strategies prove effective for both the individual members of the organisation and the entire. Therefore, it can be said that those in leadership roles need to effectively understand this notion before performing their jobs. (Kapur, 2020)

The term "leadership" is frequently misinterpreted, particularly in relation to libraries. It might be challenging to understand what is meant precisely when talking about library leadership because there are so many different definitions for the term. Much of this definitional confusion comes from the misidentification of leadership as simply management. Leadership and management are two related term but separate ideas. Although both are significant in the professional librarian's day-to-day activities, leadership has been identified as the most important competency when hiring. Undoubtedly, leadership is a subject that needs attention and promotion in the field of library and information studies. Management and leadership are both required for the survival and development of a library. Although, leadership is more than only the day-to-day management of people. Management involves completing the job according to set plan, where as leadership requires creating a vision for the library. Compelling others to help achieve this vision, and motivating fellow employees to contribute to the vision. (Phillips, 2014)

3.2 Historical View on Leadership

When we look for the source of leadership throughout history, we find that they come from divine sources or mythology. In many examples of leaders through the past decades, we can see leaders are the individuals who have the right to command people

and the power to reward or punish them. In the past, leadership meant that the leaders had the right to exercise tyranny upon followers and impose orders on them. The people had to follow him, and if they did not support him, then, the leader punished and mistreated them. Because of these unfortunate examples of leaders, we can see that there are a lot of bad reactions towards leaders.

Hence, the idea of democratic leadership started to change the concept of the former leaders when leaders focused on giving up some personal freedom and on providing security and safety for those who followed.

In 1762, jean-Jacques Rousseau, a French writer and author is one of the people who made an evolution in the concept of leadership and inspired many leaders to change through his writings and books. People began to become more aware that they were able to choose their leaders and discuss their needs with their leaders so that the leaders bear the responsibility of followers and strive to achieve their demand. Also, people started to change their thinking and increasing their knowledge, and the concept of leadership changed from dictatorships to democracy. (Alqahtani, 2018)

3.3 Definition of Leadership

Leadership is the art of motivating people to provide their best effort in order to complete any work, objective or project. It is the ability to move beyond culture and initiate more adaptable evolutionary change processes. Leadership is a communication method that helps people communicate their potential and influence others to work towards a common objective in a particular environment. Leadership is an attempt at influencing the activities of followers through the communication process and toward the attainment of some goal or goals.

Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good. Leadership is that process in which one person sets the purpose or direction for one or more other persons and gets them to move along together with him or her and with each other in that direction with competence and full commitment. Leadership is the accomplishment of a goal through the direction of human assistants. A leader is the one who successfully marshals his human collaborators to achieve particular (Prentice, W.C.H.)

According to Merriam Webster Dictionary, "Leadership is the office or position of a leader, the capacity to lead and the act of instance of leading."

According to the Oxford Dictionary, "The action of leading a group of people or an organization."

Some of the eminent personalities had their own views and hence have defines Leadership. Some of the definitions on leadership are as follows:

Leadership is an influence process that enable managers to get their people to do willingly what must be done, do well what ought to be done. (Cribbin, J.J)

Leadership is defined as the process of influencing the activities of an organized group toward goal achievement. (Rauch &Behling.)

Leadership is the art of mobilizing others to want to struggle for shared aspirations. (Kouzes, J.M. & Posner, B.Z.)

Leadership is the capacity to translate vision into reality. (Warren G. Bennis)

Leadership is a social process in which one individual influences the behaviour of others without the use of threat or violence. (Buchannan and Huczynski)

3.4 Leadership *vs*. Management

Many individuals utilize these terms as equivalent words, however as a matter of fact, they are different from one another. Therefore, we must highlight the distinction between the terms "manager" and "leader." Most of the time, leaders are the ones who come up with the institution's vision, and managers only try to put the vision they come up with into practice. Managers are only followed by their employees, whereas leaders have a large following and are liked by many. Managers typically act in the right way, whereas leaders strive to do the right thing. Leaders enjoy taking on challenges and threats. Administrators are searching for plans to diminish future dangers they might meet. In general, some managers exhibit the leadership style, but not every leader can be a manager. (Alqahtani, 2018)

Management is concerned with procedure, results, and the process of getting things done, whereas leadership is concerned with human interactions and influencing others. Manager frequently refers to an official position in the company. Such jobs are

made exclusively in coordinated structures. On the other hand, there might be leaders of groups that are not organized at all. In addition, a leader may not have a formal title, and to influence followers, he or she relies on personal qualities. A person can become a leader on their own, but managers are always appointed. Normally a supervisor will continuously have some conventional power which he/she practices through a judicious scholarly cycle to lay out the inner climate in which work will be finished and goals accomplished. The only requirement for a leader is informal power, not formal authority. A leader and his or her followers always have the same goals, but a manager and his or her subordinates probably have different goals. To impact subordinates a pioneer depends on his/her initiative power. Five basic sources of leadership power identified, are, coercive power. The first three are based on formal organization role and last two are individual oriented. One aspect that distinguishes an effective leader is how the leader uses the instrument of power.

A manager must accomplish some lowest level of acceptable performance in terms of quantity, quality and timeliness. Manager's tasks become easier, and they will achieve their goals more successfully if they have the charismatic quality of leadership. Leadership spurs peoples into spirited action: it transforms indifference into enthusiastic action. Managers will be able to inspire their subordinates by their leadership abilities. Leadership is only a part of management but it is an important and essential ingredient. Management and leadership are not synonyms. All managers are expected to be good leaders but not all leaders are expected to be good managers. In other words, leadership is both a narrower and a broader concept than management. It is narrower in the sense that it is only a part of the manager's job. i.e., the area of human responsibilities. It is also a broader concept as individuals who are not managers also exercise leadership as informal leaders. Much of what we know about leadership applies to informal leaders as well as formal leaders. Managers do things right while leaders do the right things.

3.5 Effective Leadership

Effective leadership is the ability of a leader to execute a company's vision and create a work culture that allows employees to contribute meaningfully to the achievement of their employer's goals. An effective leader typically creates strategic plans for an organization, and also helps improve the company's vision, secures and allocates

resources and tracks performance to identify weaknesses and leverage performance efficiency.

Here are some ways of effective leadership to create positive change in individual role:

    i.   Communicate effectively

Strong communication includes being able to speak clearly and listen actively. In a leadership role, your work is going to involve providing instruction to team members, delegating, tracking performance and giving and receiving feedback. All these activities require you to be adept at communicating effectively in verbal and written form. Communication is also essential for motivating your team and helping them to visualise your goals for the company so that they can remain dedicated to achieving collective aims.

    ii.   Demonstrate self-confidence

To be an effective leader, it's essential to have self- confidence. Being confident allows you to set clear visions and roadmaps to help the company achieve its strategic objectives and convince your teams to support those initiatives. Self-confidence can give you a firm conviction in your ability to achieve set goals with available resources. Being self-confident can motivate your team to believe in their skills, experience and talents. While self-confidence is important for leadership, being overly self-confident can make you less approachable. This makes it essential to maintain an open door policy and be receptive to differing opinions regardless of your confidence in your vision or plans.

    iii.   Leverage other people's strengths

Effective leaders understand how to leverage the strengths of their team to solve problems and achieve goals. As a leader, one way to boost your effectiveness is to use the skills, experience and personal qualities of team members to improve the productivity and efficiency of the organisation. This can involve delegating authority and matching individuals with roles and tasks that align with their training and expertise.

Leveraging other people's strength not only increases the performance of these individuals, but it can improve their leadership skills and help the

company meet its production and revenue goals. Giving employees positions of authority and responsibility can also make them feel valued by the employers and increase their loyalty to the organisation.

iv.   Be an active team member

To be an effective leader, it's important to play an active role in the activities of your team. Rather than simply providing instructions for team members to follow, demonstrating an in-depth knowledge of the tasks and making yourself available during project execution can motivate your team to dedicate themselves to achieving optimal performance and efficiency. Working directly with your team can help you gain their trust and respect allows you to learn about their challenges, reducing the time required to provide feedback and resolve issues that can delay project delivery. Being involved in team operations can also boost the group bond and enhance collaboration.

v.   Take responsibility

The best leaders take responsibility for their team's achievements and failures. Being an effective leader requires leading by example and taking responsibility for the outcomes of your decisions. When results are desirables, such leaders give the entire team credit for the success. If the results are unfavourable, these leaders take the blame rather than their team for the outcome and use the opportunity to learn how to improve future performance.

vi.   Maintain positive attitude

To succeed in a leadership role, it's essential to maintain appositive attitude in every situation. Competent leaders know it's not always possible to achieve success consistently. When results are below expectations, they handle their failure with optimism and motivate their teams to see the positive side of the situation. By being optimistic and using setbacks as growth and learning opportunities, efficient leaders can keep their staff's morale high and use challenges as a motivating factor for boosting dedication, performance and results.

vii. Practise patience

The ability to be patient and remain composed when problems arise is a vital attributes of an effective leader. During difficult times, effective

leaders are calm, patient and dedicate themselves to understanding the causatives factors that led to the results so they can avoid future occurrences. Being composed helps reduce panic and keeps team members positive and motivated to solve the problem.

viii.   Trust employee's abilities

Effective leaders trust their employee's abilities to deliver positive results, so they don't micromanage their staff. To achieve positive results as leaders, it's important to provide your team with the resources and enabling environment they require to deliver the desired results. Demonstrating your confidence in their skills and experience can improve trust and boost their morale.

Rather than micromanage, it's better to assess each individual to identify their strengths and weaknesses and pair them with tasks they can do competently with little or no supervision. Then provide suggestions and feedback to help them achieve optimal results without being overly intrusive.

ix.   Be Transparent

As a leader, it's important to be transparent with your team members. Transparency involves being honest and upfront about decisions with your team and creating an atmosphere that encourages conversation and feedback. Being transparency can help you gain employee's trust and respect and allow your team to provide valuable insights that can improve your decision-making and leadership skills.

x.   Practise core professionalism

Being an efficient leader requires you to practise professionalism in the discharge of your leadership duties. Professionalism requires you to be ethical and create a positive company culture. It also involves being a person of integrity and practising empathy in your interactions with colleagues and junior employees.

xi.   Think Critically

A major function of a leader is to make decisions on behalf of a company. To be a good decision-maker, it's essential to be able to think critically about the different factors that can influence the outcomes of a project or plan.   Before taking evaluate different plans. Understand the risks

associated with each plan and weigh the pros and cons of each before choosing the one that's most likely to succeed.

xii. Develop People

The best leaders understand that developing their employees is an investment in the company's ability to achieve its goals and retain its competitive advantages. Such leaders give their employees the change to grow through coaching, mentoring and effective delegation of duties. Developing your staff means you have more capable individuals to supports the actualisation of your vision and the company's goals.

xiii. Build Relationships

Leadership a group of people requires building a mutually beneficial relationship with them. As a leader, one way to improve your effectiveness is to improve your interpersonal relationship skills, including building rapport, practising empathy and listening actively to the concerns of your team members. Having a personal connection with people makes it easier to motivate and persuade them to dedicate their skills and experiences to achieve common goals.

xiv. Inspire your staff

The best leaders are adept at inspiring team members to share their vision and passion for company goals. Being an inspirational leader can give employees a purpose and make them believer their contributions matter to the company's development. When people have clarity on their duties relatives to company objectives, they may have a higher motivation to dedicate themselves to achieving those aims.

xv. Set A Hugh Standard For Yourself

Because leaders create visions for organisations, it is important for them to set high standards for themselves. Committing to higher standards of performance, productivity, efficiency and work culture can help a company to grow consistently and remain competitive in its industry. Being able to hold yourself to higher standards means you can assess yourself and your vision critically and identify ways to improve and reposition the organisation for more ambitious goals.

xvi.   Master Your Time

Effective leaders will always be in position to manage their time well. They would know how to prioritized list of activities/pending tasks. Most important they would know the difference between urgent and important. Remember, not everything that is urgent is important. Also, not everything that is important is urgent.

xvii.   Ask Questions

Leaders will ask questions that help them assess employees' contribution to the organization and also help employees understand how better they can contribute towards organizational goals. A leader must ask his/her employees the task they perform, do they feel their task is linked to the big picture, and is there anything that comes in the way of their performance.

3.6 Models of Leadership

There are many models in the concept of leadership, and they are:

3.6.1. Likert's systems of management

Before going into leadership models, we have to mention the Likert's systems of management, which were founded by RensisLikert in the 1960s. It is an accredited system in many organizations. It has four methods to manage the organization. First, is exploitative authoritative. Second, is benevolent authoritative. Third, is the consultative system. Fourth, is the participative system.

i.   Exploitative Authoritative.

In this system, managers practice fear and threats with employees. Managers do not trust employees. Managers focus on giving tasks to certain highly skilled employees and neglect other employees. This system lacks the reinforcement of workers, only seeking to achieve the managers' goals.

ii.   Benevolent Authoritative.

In this system, we see less control from managers of employees. Also, we find punishment and intimidation methods, but there is also the reinforcement and reward method. The tasks in this system are distributed to all employees, and each of them participates but the priority is for those

with high capabilities. In this system, there is a lot of control over the ways of communication between employees, which creates a negative atmosphere among the employees in the institution.

iii. Consultative System.

In this system, we find much more support for human relations. Employees have more freedom in communicating with each other than the previous system. Here, we notice a lot of cooperation in decision-making and a positive atmosphere.

iv. Participative System.

The last one is this system which is the best among the former systems because it focuses on participation in decision-making among all members of the institution. It focuses on positive reinforcement. This system encourages an atmosphere of trust, freedom, and creativity to achieve the institution's objectives and goals.

3.6.2. Fiedler's Leadership Contingency Model

This is a preferred model for some managers because in this model managers can adapt to work within the organization's conditions. The leader in this model can base assessments of any particular situation within three variables. First, leader member relations which demonstrate how much employees love the leader and follow him. Second, task structure indicates the clarity of the structure for employees to support it. Third, power position means "the amount of power and authority that is associated with the leader's position."

3.6.3. Transformational leaders

Transformational leaders are leaders that must be found in any organization and are indispensable in the library world. Transformational leaders are leaders who shift the individual interests of managers to the public interests of the group or the team. Usually, they positively raise the level of tasks required to achieve great things. They also encourage participation and cooperation with the creation of values among individuals and a great atmosphere to enthuse the team.

As for the qualities of transformational leaders, transformational leaders are leaders who can identify the problems facing the institution. They are also able to identify the

needs of the institution and seek to improve them. Transformational leaders focus on employee satisfaction, building relationships and trust between themselves and employees and creating a healthy and positive environment for employees. They are always seeking to limit conflicts in the institution. They work to help managers define vision and goals in their institution. They create emotional ties between the organization's members and managers. They are the motivation behind any great institution. This kind of leader is what the library needs.

3.7. Leadership Styles

All leaders do not possess same attitude or same perspective. Their style varies. The leadership style varies with the kind of people the leader interacts and deals with. A perfect/standard leadership style is one which assists a leader in getting the best out of the people who follow him.

Some of the important leadership styles are as follows:

1. **Autocratic leadership style**

In this style of leadership, a leader has complete command and hold over their employees/team. The team cannot put forward their views even if they are best for the teams or organizational interests. They cannot criticize or question the leader's way of getting things done. The leader himself/herself gets the things done.

The advantage of this style is that it leads to speedy decision-making and greater productivity under leader's supervision. Drawbacks of this leadership style are that it leads to greater employee absenteeism and turnover.

This leadership style works only when the leader is the best in performing or when the job is monotonous, unskilled and routine in nature or where the project is short-term and risky.

2. **The Laissez Faire Leadership Style**

Here, the leader totally trusts their employees/team to perform the job themselves. He just concentrates on the intellectual/rational aspect of his work and does not focus on the management aspect of his work.

The team/employees are welcomed to share their views and provide suggestions which are best for organizational interests. This leadership style works only when the employees are skilled, loyal, experienced and intellectual.

3. **Democrative/Participative leadership style**

The leaders invite and encourage the team members to play an important role in decision-making process, though the ultimate decision-making power rests with the leader.

The leader guides the employees on what to perform and how to perform, while the employees communicate to the leader their experience and the suggestions if any.

The advantages of this leadership style are that it leads to satisfied, motivated and more skilled employees. It leads to an optimistic work environment and also encourages creativity. This leadership style has the only drawback that it is time-consuming.

4. **Bureaucratic leadership**

Here the leaders strictly adhere to the organizational rules and policies. Also, they make sure that the employees/team also strictly follows the rules and procedures. Promotions take place on the basis of employees' ability to adhere to organizational rules.

This leadership style gradually develops over time. This leadership style is more suitable when safe work conditions and quality are required. But this leadership style discourages creativity and does not make employees self-contented.

3.8 Leadership Skills

The essential leadership skills include the following as enumerated by (Lazarus, Adesoji, & Jinadu, 2019) :

i.   Good communication skills

Communication is essential to leadership. It drives the entire leadership process from vision and strategy through delegation, coaching, recognition and evaluation.

ii.   Character

This is the root of good leadership skills. The values and beliefs the leader brings to the workplace. They should be authentic - that is, rooted in integrity, honour and ethics.

iii. Vision

Leaders inspire people by having a vision, taking a personal interest in their people and providing frequent feedback related to the vision. Employees will do amazing things when they are inspired by a vision and when their leader gives them praise and recognition for a job well clone.

iv.   The ability

The ability to create value leaders need to go beyond achieving financial results to achieving enduring value for all constituencies served. Execution for results is the outcome of successful leader.

v.   Flexibility

Flexibility means more than the willingness to change companies or careers, of course. It demonstrates interpersonal flexibility and a strong sense of emotional intelligence. Leaders can quickly recognize when to use their leadership skill set, their managerial skill set or their coaching skill set.

vi.   Collaboration

With the advent of globalization, rapid technology change and general turbulence in the world, leadership theory predicts that a more collaborative approach is likely to be called for than the traditional command-and-control style. Leaders are likely to need well-developed emotional and cultural intelligence, in addition to cognitive intelligence and a keen understanding of the business they are involved in.

3.9 Qualities of Leadership

A leadership has got multidimensional traits in him which makes him appealing and effective in behaviour. The following are the requisites to be present in a good leader:

i.   Physical Appearance

A leader must have a pleasing appearance. Physique and health are very important for a good leader.

ii.   Vision and Foresight

A leader cannot maintain influence unless he exhibits that he is forward looking. He has to visualize situations and thereby has to frame logical programmes.

iii.   Intelligence

A leader should be intelligent enough to examine problems and difficult situations. He should be analytical who weighs pros and cons and then summarizes the situation. Therefore, a positive bent of mind and mature outlook is very important.

iv.   Communicative Skills

A leader must be able to communicate the policies and procedures clearly, precisely and effectively. This can be helpful in persuasion and stimulation.

v. Objective

A leader has to be having a fair outlook which is free from bias and which does not reflects his willingness towards a particular individual. He should develop his own opinion and should base his judgement on facts and logic.

vi. Knowledge of Work

A leader should be very precisely knowing the nature of work of his subordinates because it is then he can win the trust and confidence of his subordinates.

vii. Sense of Responsibility

Responsibility and accountability towards an individual's work is very important to bring a sense of influence. A leader must have a sense of responsibility towards organizational goals because only then he can get maximum of capabilities exploited in a real sense. For this, he has to motivate himself and arouse and urge to give best of his abilities. Only then he can motivate the subordinates to the best.

viii. Self-confidence and Will Power

Confidence in himself is important to earn the confidence of the subordinates. He should be trustworthy and should handle the situations with full power.

ix. Humanist

This trait to be present in a leader is essential because he deals with human beings and is in personal contact with them. He has to handle the personal problems of his subordinates with great care and attention. Therefore, treating the human beings on humanitarian grounds is essential for building a congenial environment.

x.   Empathy

It is an old adage "Stepping into the shoes of others." This is very important because fair judgement and object it comes only then. A leader should understand the problems and complaints of employees and should also have a complete view of the needs and aspirations of the employees. This helps in improving human relations and personal contacts with the employees.

xi.   Dedication

Dedication means making all effort to accomplish the task at hand. By setting an excellent example, library leaders can show staff the opportunities to achieve the set goals and targets.

xii.   Integrity

Integrity is the combination of outer actions and inner values. A person of integrity doesn't practice double standards. A library leader must have the trust and faith of the followers and therefore must display integrity.

xiii.   Openness

Openness means being able to welcome new ideas and accept them even if do not conform to usual way of thinking. Openness brings mutual trust and understanding between librarian and staff.

xiv.   Creativity

Creativity is the ability to think differently and innovating new ideas and practices. Creativity enables library leaders to see things that others fail to see and thus lead followers to conquer new heights.

xv.   Fairness

Fairness means dealing with others consistently and fairly. A librarian must understand all aspects of an issue before giving

judgement. When people feel that they are being treated fairly, they reward the leaders with reliability and allegiance.

xvi. Assertiveness

Assertiveness is the ability to put one's point strongly. A librarian must be assertive to get the desired results. Assertiveness brings along responsibility to clearly understand what the staff except from their library leaders.

xvii. Sense of Humour

Sense of humour is vital to relive stress and boredom to keep the followers in high spirits. Effective library leaders know how to use humour to energize followers. Humour ensures happy interpersonal relations thus elevating the efficiency to do the work.

3.10 Leadership Challenges

Leaders are a creative person that means if they get trouble, they will face it and overcome it. In other words, leaders don't have that many challenges. However, there are a few challenges that leaders in the library or any institutions face. The main problems faced by library leaders are the development, expansion and continuous improvement of their skills. Leaders must continuously work to address their issues and enhance their abilities to respond effectively in order to keep pace with constant evolution. Also, leaders must take advantage of online learning opportunities to develop their expertise and capabilities. There is also the problem faced by leaders in libraries of building trust among employees, especially with staff who may not trust the role of managers. Also, there is another issue which is that there is no single model of leadership. This makes it difficult for managers to determine the appropriate method or model for their library.

3.11 CONCLUSION

Great leaders are the ones who care about the people around them. Leadership must be based on goodwill. Goodwill does not mean posturing and, least of all, pandering to the mob. It means obvious and wholehearted commitment to helping followers. What we need for leaders are men of the heart who are so helpful that they, in effect, do away with the need of their jobs. Leader is an appropriate counsellor, manages

time and resources in an effective manner, makes provision of security to others, makes the working environment conducive to work, develops the attitude of co-operation among workforce, communicates policies and procedures to the workforce, guides and directs the overall functioning of the organization, understands problems and feelings of subordinates and implement measures to eliminate barriers.

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CHAPTER IV

NATIONAL AND INTERNATIONAL LEVEL

NATIONAL AND INTERNATIONAL LEVEL

4.1 INTRODUCTION

This chapter intends to evaluate on the eminent library leaders at different levels, i.e. of Goa, India and at the international level. This chapter also discusses the leaders of the Modern History. The first part deals with the library leaders of Goa. The Second deals with the library leaders of India, followed by the library leaders of the world and the last part deals with the leaders of modern history.

4.2 Library Leaders of Goa

V R Navelkar

V R Navelkar is a philatelist and numismatist is a retired librarian, who spent 38 years of his life in his modest home at Khandola in Marcel for the past 15 years after finally walking out of the University library in 1999-2000, Navelkar has been devoting all his time to his long time hobby, that of collecting stamps and coins. With every single, uncirculated coin minted in India since 1964 (not a single denomination missing) in his possession, Navelkar has won countless awards for his prized collections. He has the collection of coins of various kings, dynasties and princely provinces.

He issued the first set of stamps on the GoenchoSaib during the exposition of his Scared Relics in 1931. With his collection growing over the years, Navelkar held his first exhibition in Mumbai in 1964. He always advices youth to collect stamps of their own nation first.

He quotes, "Unless you're rich in your own country you can't develop the collection of others."

V. B. Hubli

V. B. Hubli was a curator of a central library, for nearly two and a half decades. He joined the Goa State Central Library in early 1960s and retired in 1991. He was recognised as helping nature and humbly character, he was a knowledgeable person having in-depth knowledge of content of the book, he was instrumental in acquiring land in his tenure. He was instrumental in formulating State Library Policy in the year 1980. Presently he is staying at Porvorim Goa.

Dr. Carlos Fernandes

Dr. Carlos Fernandes, who is the assistant professor and HOD of Department of Library and Information Science (DLISC) at Goa University. Formerly, he has played a role as a curator of KrishnadasShama Goa Central Library. Dr. Carlos Fernandes has been instrumental in setting many Public and academic libraries across Goa. His lon and established career began in 1989 as Assistant Librarian in GomantVidyaNiketan Public Library, Margoa. After accomplishing his goal in setting up various colleges, including Goa College of Engineering in Mid ()'s from ten years, he was appointed as a Curator of Goa Central Library in 2006 where he managed and developed the information programs and systems for the public and ensured the information was well organised in a such a way that users' needs are satisfied.

Dr. Carlos had designed a separate Dewey Decimal Classification (DDC) Number for Konkani Languages and Literature (Call No.) from DDC Division of Library of Congress in USA in 2001. He was also a team leader of Department of Library and Information Science (DDC) numbers for Asanas and Pranayam (615.8240) in Yoga from Library of Congress, DDC Division, New York, USA. He has also obtained two separate call numbers for Goa and Daman and Diu in geographical areas from the same institutes in 2003.

He has contributed his research papers in international journals like library research, world, has contributed in Konkani literature through his world in TiatrMachi, YaditaleGoem, Part 1-3, Bye-Laws/Rules of Devasthan/Temples in Goa 1881-1958. He was honoured with the Goa State Best Librarians' Award. He is also a recipient of lifetime award for his writing and directing of tiatr shows at 125th Anniversary of Tiatr Celebration. He was also fecilitated at All India Konkani Parishad, Mangalore

for obtaining separate DDC recognition number for Konkani and literature. He has also been conferred with Gulab Award 2020 and facilitated by Gulab, the popular Konkani monthly and FR Freddy J da Costa Memorial Trust, for the year 2020 and has been declared Gulab's Personality of the year 2020.

Mr.MilindMhamal

Mr.MilindMhamal is currently working as Assistant Professor, Department of Library and Information Science, Goa University. He was a College Librarian at FR. Agnel College of Arts & Commerce, Pilar Goa for 27 years. He has been a Counselor for IGNOU. Mr.MilindMhamal is the first recipient of Goa Government's state ward as Best Librarian in 2011. Besides being a librarian, he is creative writer, and translator. He was also a Coordinator of IGNOU Study Centre at Pilar Goa for 10 years. He has also been honoured with Padmashree B. B. Borkar Award for contribution to literature, " The Goa Hindu Association, Mumbai" in 2009, he also got the Literary Award for The Book Chaturthi (2005) and Andharsavlya (1998) as the best published book.

4.3 Library Leaders of India

S. R. Ranganathan

SiyaliRamamrita Ranganathan (S. R. Ranganathan) was born on 09 August 1892, was a mathematician and librarian from India. His most notable contributions to the field were his five laws of library science and the development of the first major faceted classification system, the colon classification. He is considered to be the Father of Library Science, documentation and information science in India and is widely known throughout the rest of the world for his fundamental thinking in the field. His birthday is observed every year as the National Librarian' Day in India. He was a university librarian and professor of library science at Banaras Hindu University (1945-47) and professor of library science at the University of Delhi (1947-55). He was the president of the Indian Library Association from 1944 to 1953. In 1957 he was elected an honorary member of the International Federation for Information and Documentation (FID) and was made a vice-president of life of the Library Association of Great Britain.

Dr. R. K. Sharma

Ravinder Kumar Sharma (R. K. Sharma) was born on 1 January 1956. He is a librarian from India. He is currently working as Librarian in the United Nations Information Centre for India and Bhutan (UNIC), New Delhi. He is a knowledge management expert in exploring information on the UN information resources. He is a focal point for providing necessary information support to the public at large on the United Nations and global contemporary issues. Dr. R.K. Sharma is also a nodal expert on the digital library for the UN System in India. Keeping the spotlight on the library profession has been Dr. Sharma's key motto. He has been associated with key national and international professional organizations working for the growth and development of the libraries in the country. Currently is serving as the president of the Delhi Library Association. He has delivered lectures at various platforms, organised several seminars, conferences and workshops and chaired several technical sessions at the national and international seminars, conferences and workshops. He has contributed many research papers in referred journals and edited many books.

Ramesh C. Gaur

Professor (Dr.) Ramesh C. Gaur born in July 1, 1966 is a librarian from India. He is presently working as Dean, Director (library and Information) and Head of the KalanidhiDivison at the Indira Gandhi National Centre for the Arts (IGNCA), New Delhi, a body under the Ministry of Culture, Government of India. Prof. Gaur is one of the senior-most faculty/officials in IGNCA and laso officiates for member Secretary whenever he is on tour or/and on leave. As a Dean, IGNCA he is responsible for the management and smooth running of various academic programs including 7 postgraduates diploma courses in various disciplines such as cultural management, South Asian studies, Buddhism, digital library & data management, cultural informatics, conservation, folklore, tribal studies, research methodology, ethnographic documentary making and screen writing, etc.

Shabahat Husain

Shabahat Husain was born on 3rd May, 1952 is an Indian Professor who worked at the Department of Library and Information Science, Aligarh Muslim University, from 1976 to 2017, during the period he not only established himself as one of the finest

teacher but also as a prolific author, an able administrator and a devoted library professional. Presently, he is serving the coveted position of President of Indian Library Association (ILA), the oldest national body of librarians and information professionals in India. He is known at the national and international level through his publications and lectures available on YouTube.

4.4 Library Leaders of the world

Charles Ammi Cutter

C.A. Cutter was born on 14 March, 1837, he was an American Librarian. Cutter was born in Boston, Massachusetts. His aunt was an employee of the regional library in Boston. In 1856 Cutter was enrolled into Harvard Divinity School. He was appointed assistant librarian of the divinity school while still a student there and served in the capacity from 1857 to 1859. During that time, Cutter began designing a distinct cataloguing schema for the library's outdated system. The catalogue, dating from 1840, had a lack of order after the acquisition of 4,000 volumes from the collection of Professor Gottfried Christian Friedrich Lucke of University of Gottingen, which added much depth to the Divinity School Library's collection. During the 1857-58 school years, Cutter rearranged the library collection on the shelves into broad subject's categories along with classmate Charkes Noyes Forbes. During the winter break of 1858-59, they arranged the collection into a single listing alphabetically by author. This project was finished by the time Cutter graduated in 1859. By 1869 Cutter was already a seasoned staff member of the library and a full-time librarian. He became a journeyman to the chief cataloguer and assistant librarian to Dr. Ezra Abbot. At Harvard College Cutter developed a new form of indexing catalogue, using cards instead of published volumes, containing both an author index and a classed catalogue or a rudimentary form of subject index. In 1868 the Boston Athenaeum library elected Cutter as its head librarian. His first assignment was to organize and aggregate the inventory of the library and develop a catalogue from that and to publish a complete dictionary catalogue for their collection.

Melvil Dewey

Melvil Dewey full name Melville Louis Kossuth, Melvil Dewey was born on 10 December 1851 was an American Librarian and educator, inventor of the Dewey

Decimal system of library classification and a founder of the Lake Placid Club, and a chief librarian at Columbia University. He was also a founding member of the American Library Association but resigned in 1905, due to allegations of sexual harassment, racism and anti-Semitism. He was best known for creating the most widely used library classification scheme in the world, the Dewey Decimal Classification.

Roy Tennat

Roy Tennant is an internationally recognized thought leader in library technology. He is the owner of the Web4Lib and XML4Lib electronic discussions, and the creator and editor of Current Cites, a current awareness newsletter published every month since 1990. Roy wrote a monthly column on digital libraries for Library Journal for a decade and has written numerous articles in other professional journals. In 2003, he received the American Library association's LITA/Library Hi Tech Award for Excellence in Communication for Continuing Education.

Barbara Tillett

Barbara Tillett is former Chief of the Cataloguing Policy and Support Office (CPSO) at the Library of Congress. She is responsible for various authoritative cataloguing tools, including LC Rule Interpretation, LC Classification Schedules, LC Subject Headings and other Cataloguing documentation, such as the Cataloguing Service Bulletin, Descriptive Cataloguing Manual, and Subject Cataloguing Manual. From February 2000- February 2001, she was the Interim/Acting Director for Electronic Resources for the Library of Congress. Dr.Tillett was Director of the Integrated Library System (ILS) Program at the Library of Congress that successfully installed a new commercial Integrated Library System for the Library on time and budget by 1 October 1999. For that accomplishment she received the Library's highest honour, the Distinguished Service Award on 9 November 1999 and June 5, 2001 the Arthur S. Flemming award for outstanding federal service.

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3. https://m.timesofindia.com/city/goa/new-curator-to-take-over-central-library/amp_articleshow/79436329.cms

4. https://m.timesofindia.com/city/goa/with-over-4000-terminologies-first-konkani-dictionary-in-library-science/articleshow/99223023.cms

CHAPETR V

DATA ANALYSIS AND INTERPRETATION

CHAPTER 5

DATA ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION

A questionnaire was send to 100 library professionals of which only 57 responded. This data analysis is based on the responses received. Data was collected using Google forms. The data is analyzed using techniques such as, tables and figures.

5.2 Data Collection and Analysis

Table 5.2.1 Designation of Respondents

Designation	Respondents
Assistant Librarian	6
Librarian Grade I	5
Librarian Grade II	8
Librarian Grade III	5
Librarian	16
Junior Librarian	7
College Librarian	8
Assistant Professor	2

To find out the designations of library professors, a question was asked. Which demonstrates in the above table that out of 57 respondents, 6 are Assistant Librarians, 5 are Librarian Grade I, another 5 are Librarian Grade III, 8 are Librarian Grade II, 16 of them are on the post of Librarian, 7 respondents are Junior Librarians, 8 respondents are College Librarians and 2 respondents are Assistant Professors.

Figure 5.2.1 Designation of Respondents

Designation of the Respondents

Legend:
- Assistant Librarian
- Librarian Grade I
- Librarian Grade II
- Librarian Grade III
- Librarian
- Junior Librarian
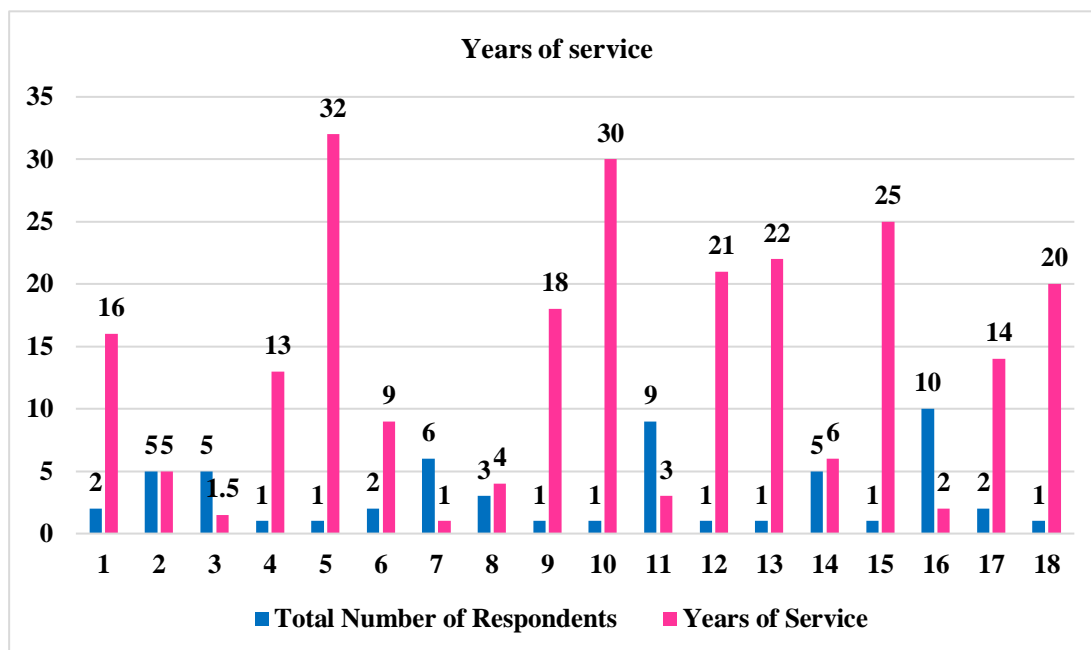- College Librarian
- Assistant Professor
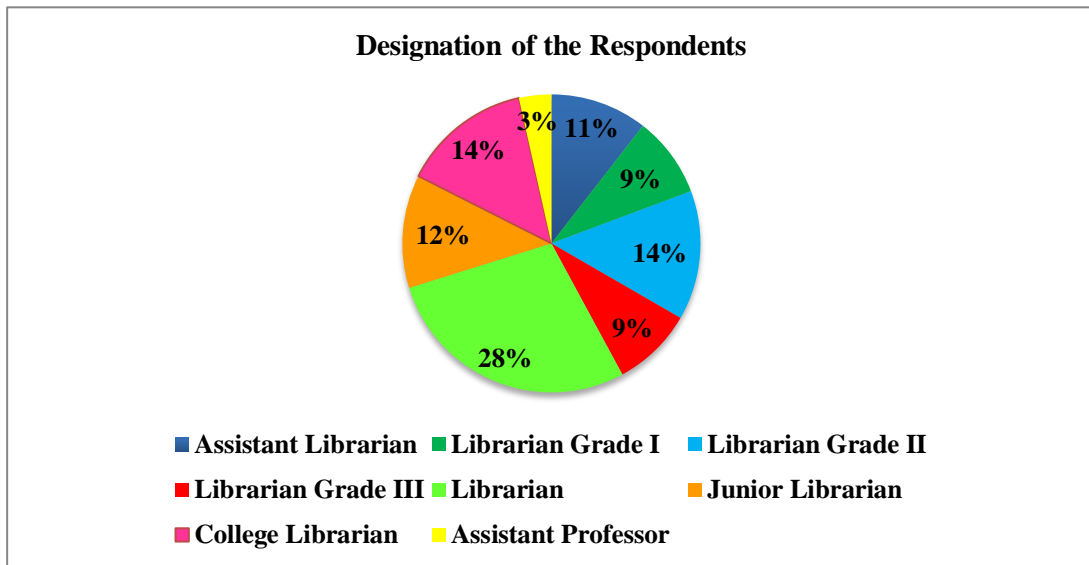
The above figure indicates that only 3% that is only 6 respondents are Assistant Professors, 9% that is 5 respondents are Librarian Grade I and 5 respondents are Librarian Grade III, around 14% that is 8 respondents are College Librarians and 8 respondents are Librarian Grade II, about 11% that is 6 respondents are Assistant Librarian and majority of the respondents that is 28% that is 16 respondents are Librarians

Table 5.2.2 Years of Service

| Total Number of Respondents	Years of Service
2	16
5	5
5	1.5
1	13
1	32
2	9
6	1
3	4
1	18
1	30
9	3
1	21
1	22
5	6
1	25
10	2
2	14
1	20

Figure 5.2.2 Years of Service

The above table and figure indicates out of 57 respondents 2 respondents have completed 16 years of service, 5 respondents completed 5 years of service, 5 respondents completed 1.5 years of service, 1 completed 32 years of service, 2 respondents completed 9 years of service, 6 respondents have 1 year of experience, 3 respondents have 4 years of experience, 1 respondent completed 18 years, 1 completed 30 years, 9 of them completed 3 years, 1 have 21 years of experience, the other 1 respondent have 22 years of experience, 5 respondents have completed 6 years of service, again 1 respondent have 25 years of experience, 10 respondents have 2 years of experience, 2 of them completed 14 years of service and last 1 respondent have completed 20 years of service.

Table 5.2.3 Member of the Groups

Members of the following groups :	Respondents
Social Club	14
Housing Society	9
Government Organisation	5
Political Party	2
Non-Government Organisation	8
Other	4
NIL	15

Figure 5.2.3 Member of the Groups

Members of the following Groups

- Social Club
- Housing Society
- Government Organisation
- Political Party
- Non-Government Organisation

14 25%
9 16%
5…
2…
8 14%
4 7%
15 26%
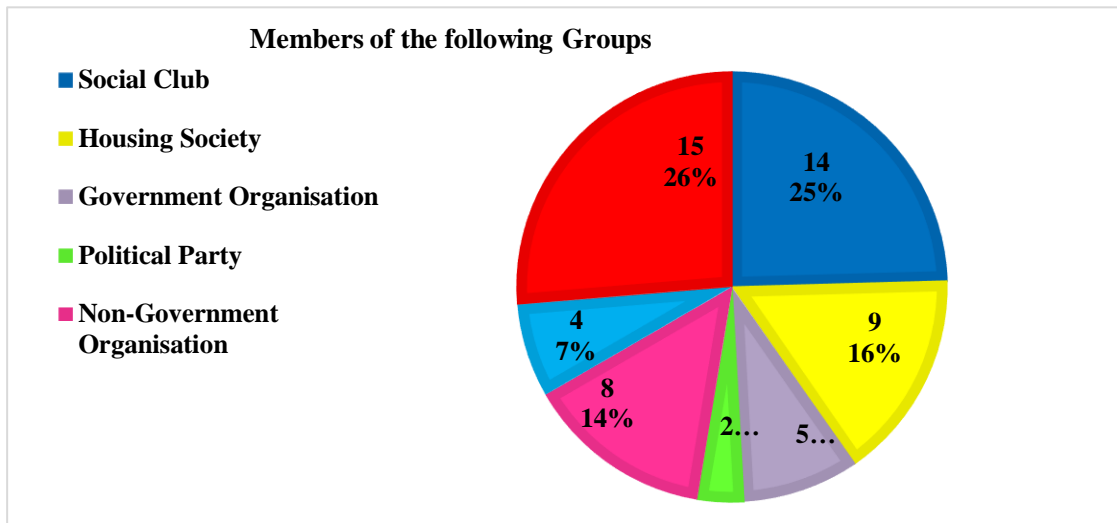
A question was asked, in order to determine whether the respondents are a part of any of the following groups: i.e., Social Club; Housing Society; Government Organisation; Political Party; Non-Government Organisation; and others.

According to the aforementioned table and statistics, out of 57 respondents 14 respondents are members of Social Club; 9 respondents are member of Housing Society; 5 respondents are member of Government Organisation; only 2 respondents are member of Political Party; 8 respondents are members of Non-Government Organisation; 4 are members of some other groups and 15 of the respondents are not a member of any of the following groups.

Table 5.2.4 Institutional Committees

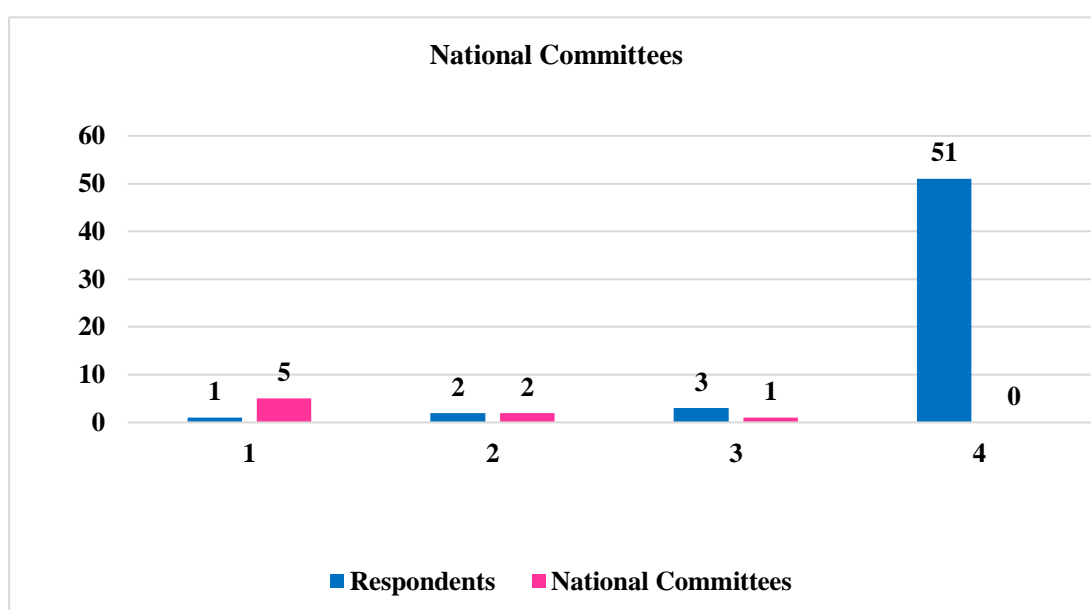| Respondents	Institutional Committees
11	2
3	5
2	3
2	4
1	6
10	1
1	17
27	0

Figure 5.2.4 Institutional Committees
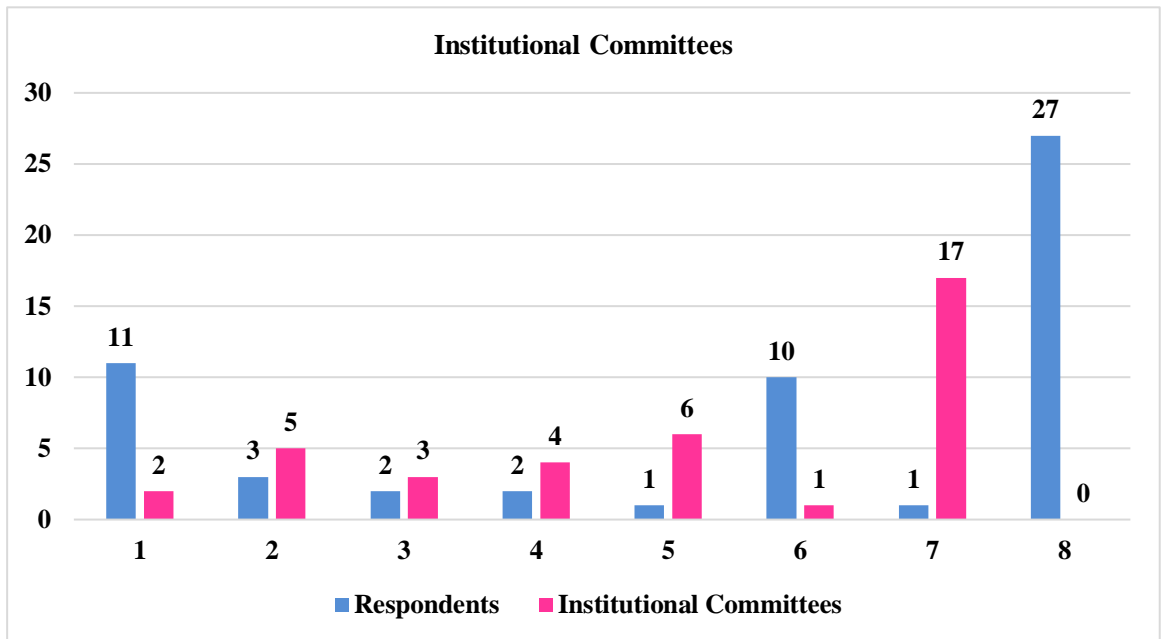
The respondents were asked to mention the number of Institutional Committees for which they are member. The above data indicates that about 11 respondents are the member of 2 Institutional Committees; 3 respondents are of 5 Institutional Committees; about 2 respondents are the members of 3 Institutional Committees and similarly 2 are of 4 Institutional Committees; 1 respondent is the member of 6 Institutional Committees and 10 respondents are member of only 1 Institutional Committees; 1 respondent is the member of about 17 Institutional Committees and 27 of the respondents are not a member of any Institutional Committees.

Table 5.2.5 National Committees

Respondents	National Committees
1	5
2	2
3	1
51	0

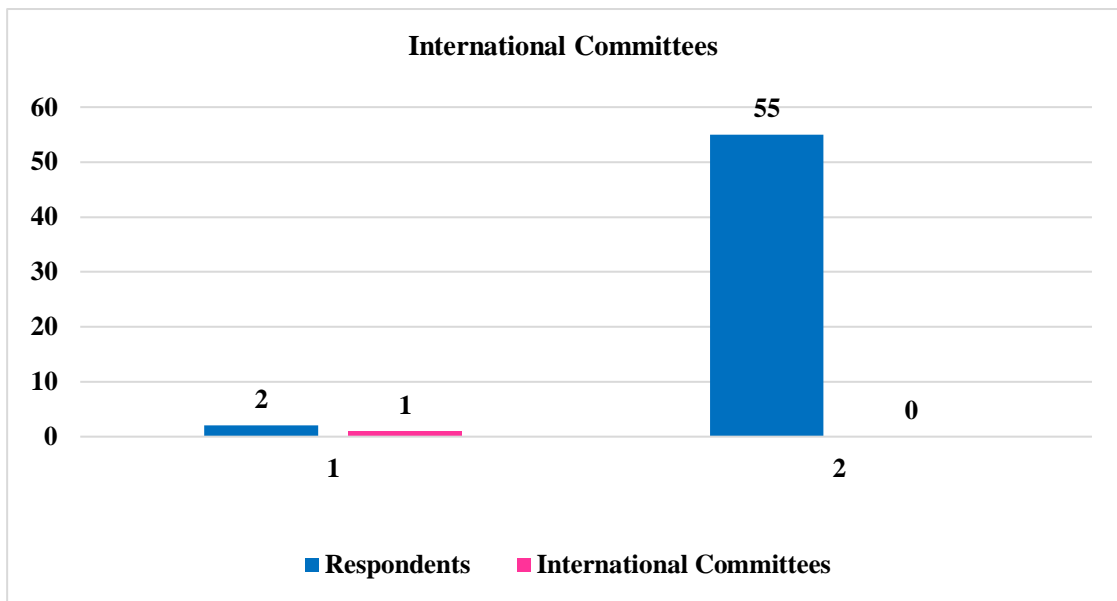**Figure 5.2.5 National Committees**

The library professors were asked to mention the number of national committees for which they are member. From the above table and figure we can identify that out of 57 respondents only 1 respondent is the member of 5 National Committees; 2 respondents are the member of 2 National Committees; 3 respondents are the member of 1 National Committees and the majority that is 51 of the respondents are not a member of any National Committees.

Table 5.2.6 International Committees

Respondents	International Committees
2	1
55	0

## Figure 5.2.6 International Committees

The question was asked to the respondents that are they a member of any International Committees. Of which out of 57 respondents, only 2 respondents are member of 1 International Committees and remaining 55 respondents are not a member of any International Committees.

Table 5.2.7 Professional Association

Member of Professional Association	
Yes	**No**
36	21

Figure 5.2.7 Professional Association
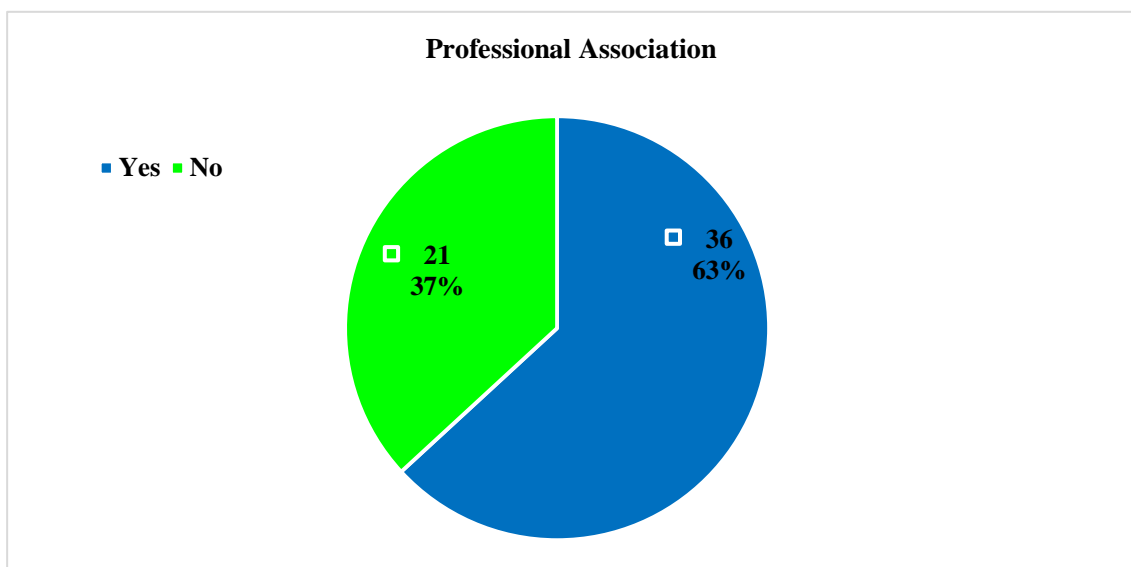
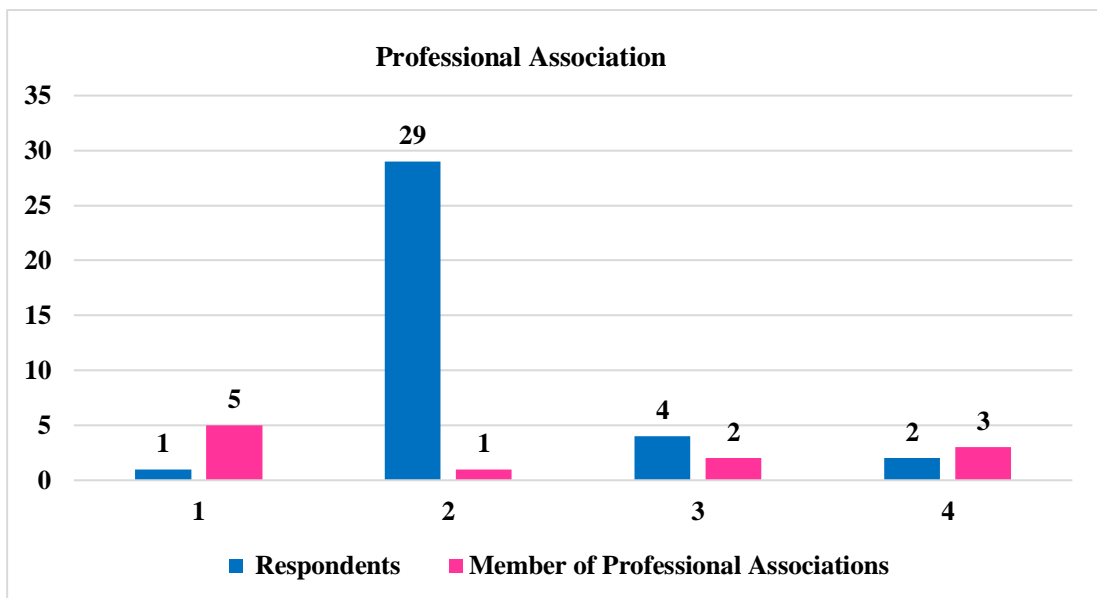The question was asked to the respondents that are they are a member of any professional Association. Of which out of 57 respondents, 36 respondents are the member of Professional Association while 21 respondents are not a member of any Professional association.

In addition, the respondents were told to mention the number of professional Association. If, they belong to any Professional Association and that is shown below

Table 5.2.8 No. of Professional Association

Respondents	Member of Professional Associations
1	5
29	1
4	2
2	3

Figure 5.2.8 No. of Professional Association

As shown earlier in the table & figure 5.2.7, out of 57 respondents 36 respondents were the member of Professional association, of those 36 respondents as shown in the above figure, 1 respondent is the member of 5 Professional Association; 29 respondents are the member of 1 Professional association; 4 respondents are the member of 2 professional association and 2 respondents are the member of 3 Professional Association.

Table 5.2.9 Participation in Election

Have you ever participated in any election?	
Yes	No
6	51

Figure 5.2.9 Participation in Election

Participation in Election

6
11%

51
89%

- Yes - No
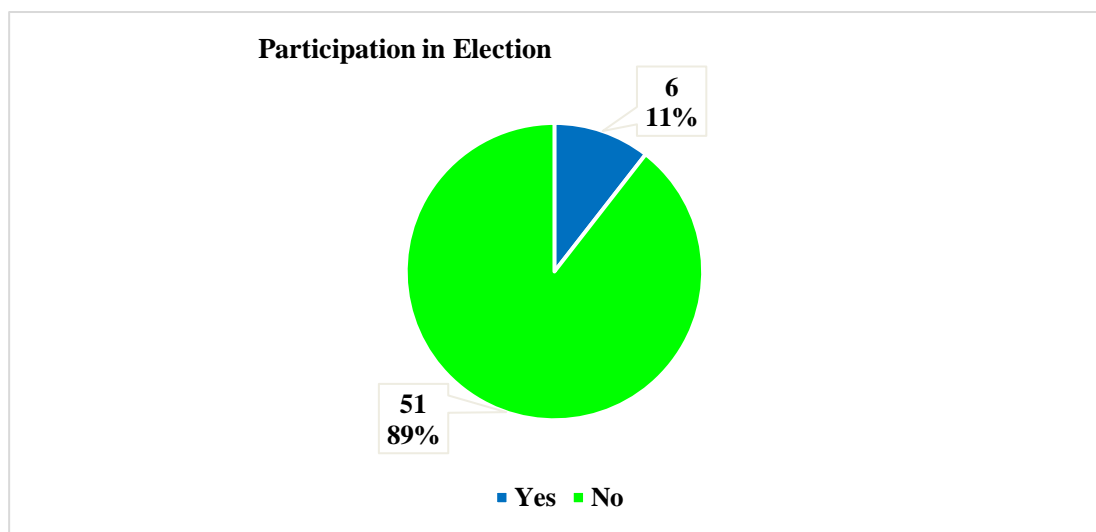
Table 5.2.10 No. of Election Participated

Respondents	No. of Election Participated
2	1
3	2
1	3

Figure 5.2.10 No. of Election Participated
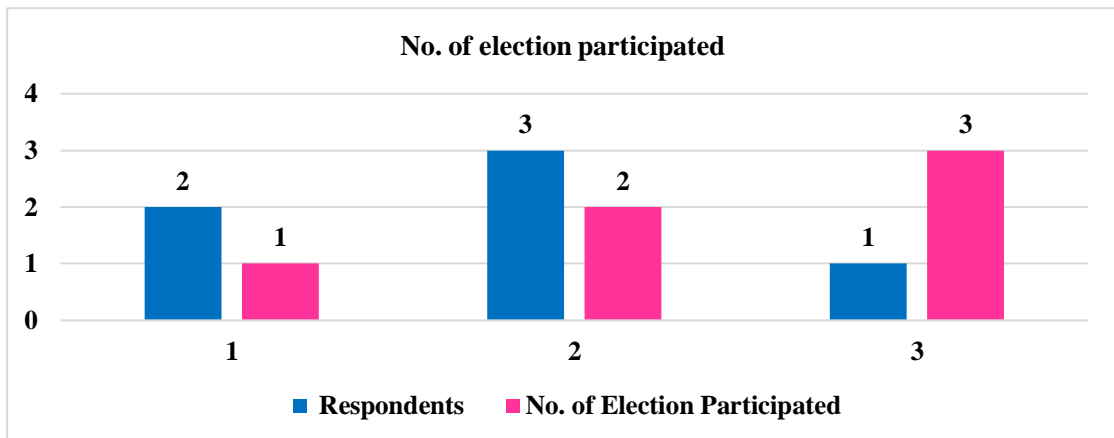
A respondents were asked whether they had ever taken part in an election, and if so, they were instructed to specify how many elections they had taken part in.

According to the above mentioned table and figure 5.2.9 out of 57 respondents only 6 respondents have taken part in an election and majority of the respondents that 51 respondents have never taken part in any elections.

In addition, the above table and figure number 5.2.10 states that out of that 6 respondents who took part in the election, 2 of them took part in only 1 election; 3 respondents took part in 2 elections and 1 respondent took part in 3 elections

Table 5.2.11 Elections won

Have you won any election?	
Yes	No
6	51

Figure 5.2.11 Elections Won
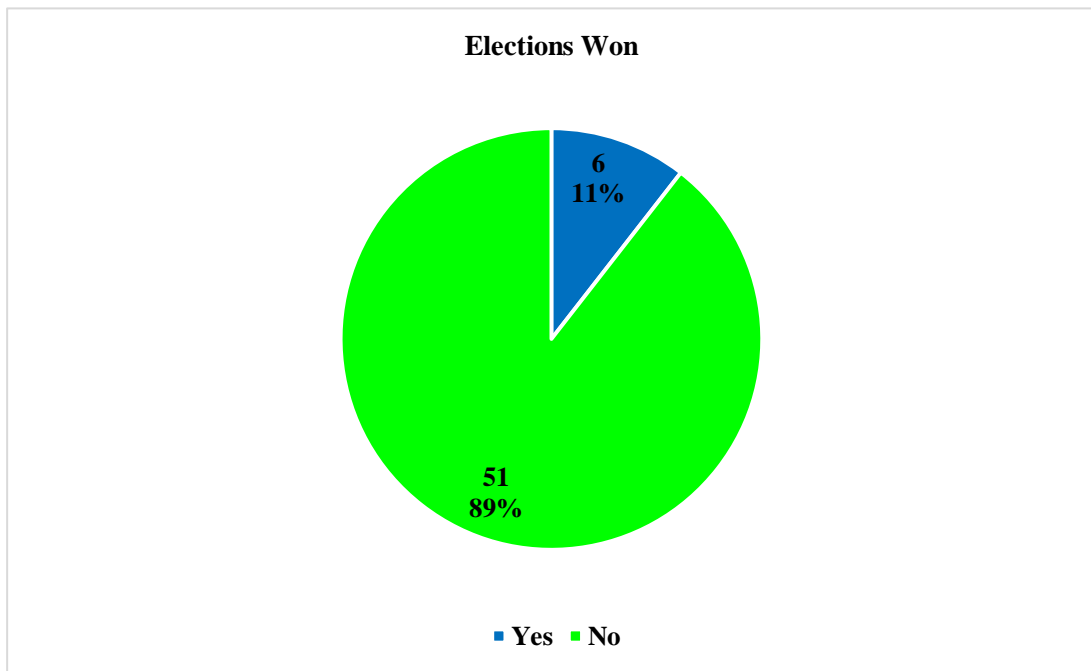
Elections Won

As shown in the above table and figure, the respondents were asked if they have won any election. Out of which 6 of the respondents won the election they participated.

Table 5.2.12 Awards Received

Have you received any awards?	
Yes	No
18	39

Figure 5.2.12 Awards Received
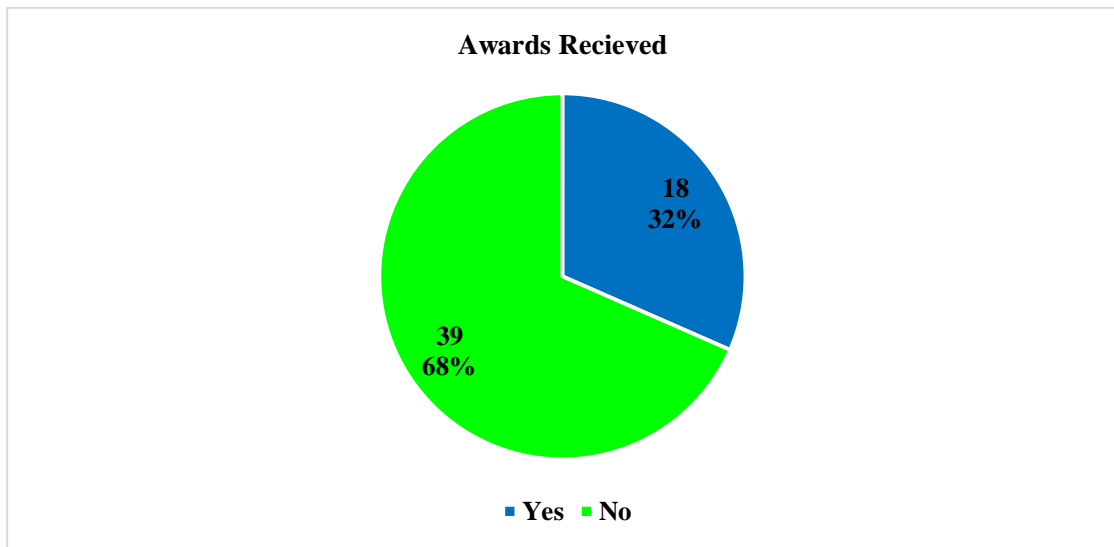
A question was asked to the respondents if they have received any awards. As shown above in the figure out of 57 only 18 respondents have received awards a remaining 39 have not received any awards.

Table 5.2.13 No. of Article Written

Respondent	No. of Article Written
6	2
1	8
1	70
1	9
1	7
1	22
1	12
1	6
1	10
1	18
2	3
1	4
5	1
34	0

Figure 5.2.13 No. of Article Written
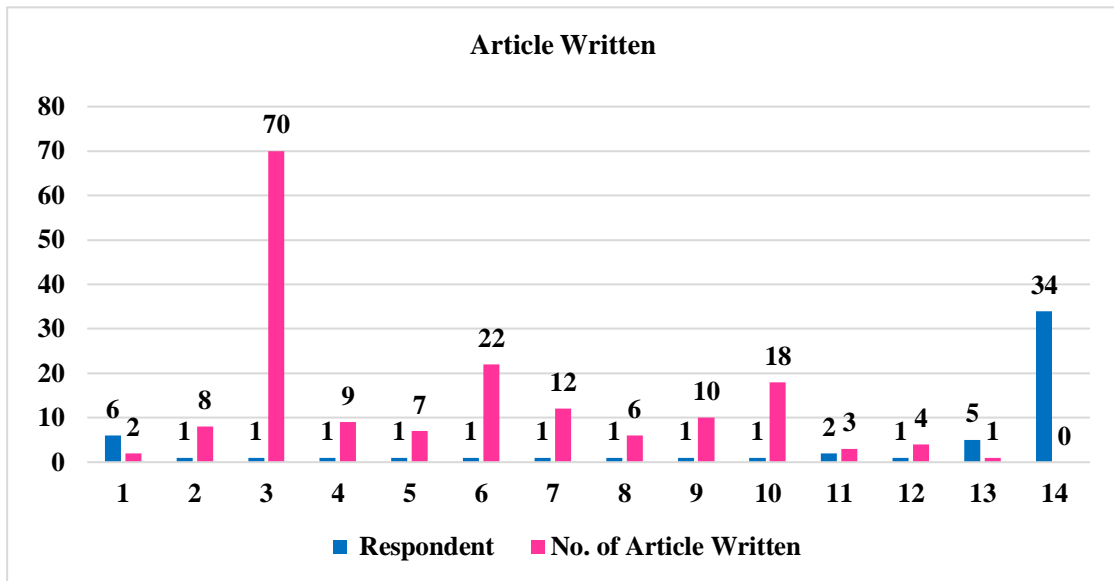
The above table and figure indicates the number of article written by the respondents. It shows that out of 57 respondents 6 respondent have written 2 article; 1 respondent have written 8 articles; the other 1 have written 70 articles; another 1 respondent have written 9 article; similarly 1 have written 7; the other 1 has written 22 articles; another 1 has written 12 article; 1 respondent have written 6 article; 1 has written 10; 1 has 18; 2 respondents written 3 article 1 has written 4 article and 1 has written 5 article and remaining 34 has not written any article yet.

Table 5.2.14 No. of Book Written

Respondents	No. of Books Written
1	15
1	3
6	1
4	2
1	5
44	0

Figure 5.2.14 No. of Book Written
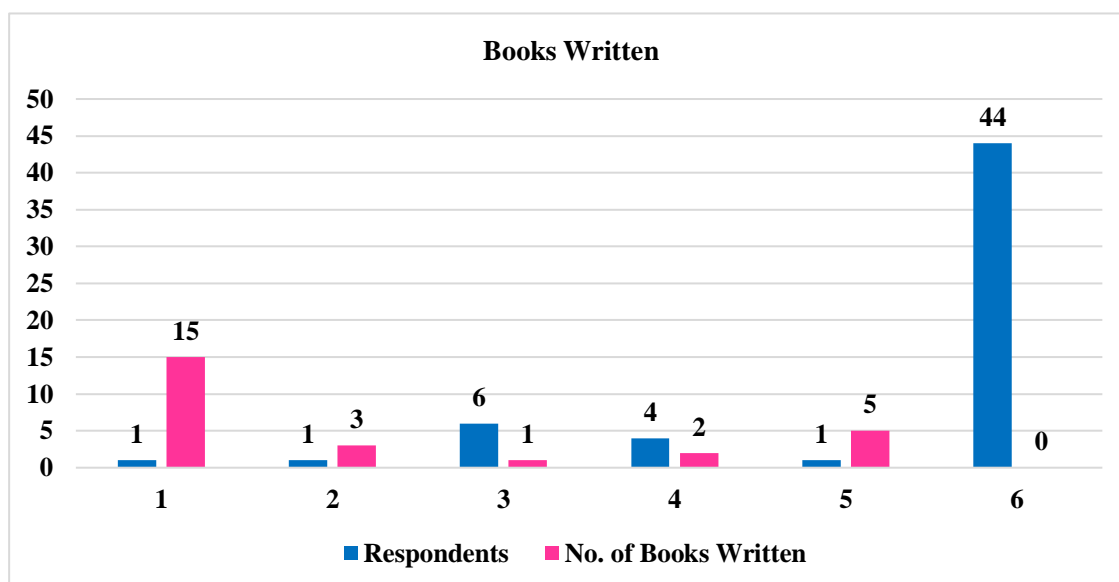
The above table and figure states the number of book written by the respondents. This figure shows that 1 respondent have written 15 books; the other 1 respondent have written 3 books; another 1 respondents have written 5 books; 6 respondents have written 1 book; 4 respondents have written 2 books and 44 respondents have not yet written any book.

Table 5.2.15 Have you ever invited as a guest/special invitee in any Function/program?

Ever invited as a guest/special invitee in any function/program	
Yes	No
24	33

Figure 5.2.15 Have you ever invited as guest/special invitee in any Function/Program?
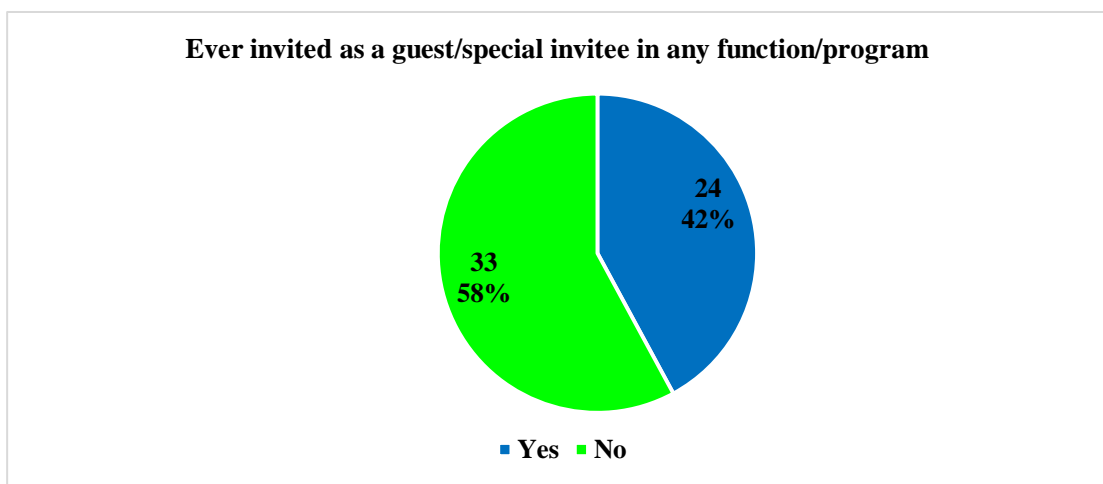
The above table and figure indicates that out of 57 respondents 24 respondents have invited as a guest/special invitee in any function/program while 33 respondents have never invited.

Table 5.2.16 Activities organized within Library

Activities organized within library					
Conference	Seminars	Book Exhibition	Library Training Programme	Library Awareness Programmes	Others
18	27	45	48	51	9

Figure 5.2.16 Activities organized within Library

Activities organized within Library
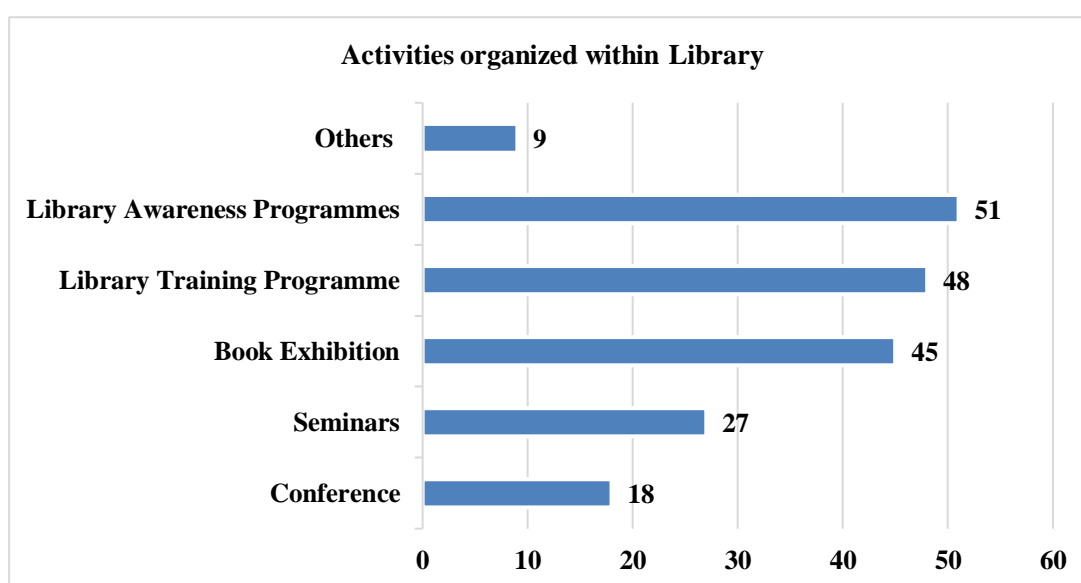
The above table and figure shows the data about the activities that are organized within the library by the respondents. It indicates that 18 respondents have organized conference; 27 respondents have organized seminars; 45 respondents have organized book exhibition; 48 respondents have organized library training programme; 51 respondents have organized library awareness programme and 9 respondents have organized other activities within the library.

Table 5.2.17 No. of Activities Conducted Outside the Library

Respondents	Activities conducted outside Library
3	2
3	3
1	6
1	4
1	10
12	1
36	0

Figure 5.2.17 No. of activities Conducted outside the Library
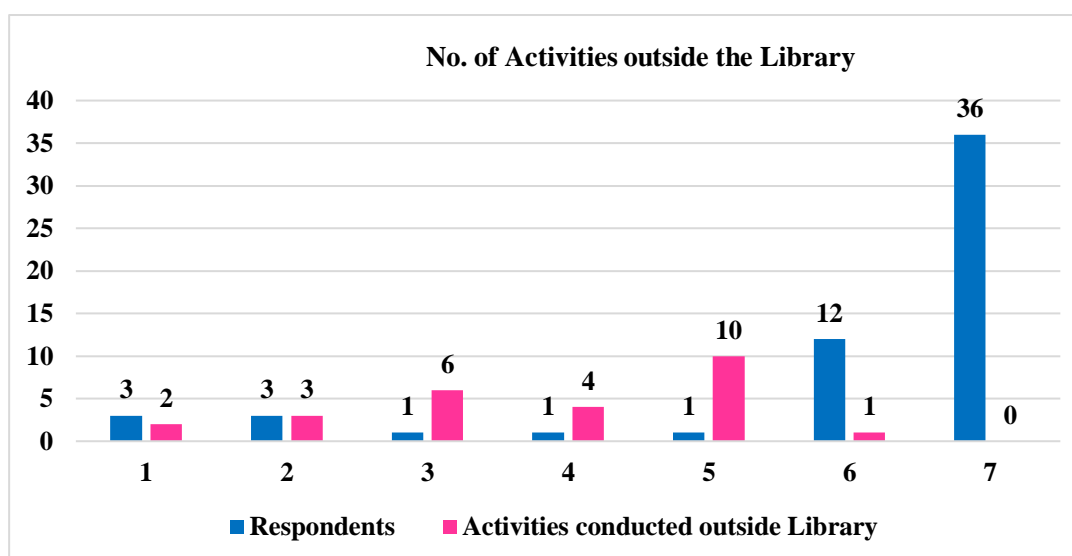
Respondents were asked about the number of activities conducted outside the library, which is shown in the above table and figure that out of 57 respondents, 3 respondents have conducted 2 activities ; another 3 respondents have conducted 3 activities; 1 respondent have conducted 6 activities; another 1 respondent have conducted 4 activities; the other one have conducted 10 activities; 12 of the respondents have conducted 1 activities and remaining 36 respondents have not conducted any activities outside the Library.

Table 5.2.18 Strengths of Library Professionals

Strength of Library Professionals				
Communication Skills	Good Speaker	Good Listener	Problem Solving Abilities	Team Building
36	15	39	54	39

Figure 5.2.18 Strengths of Library Professionals
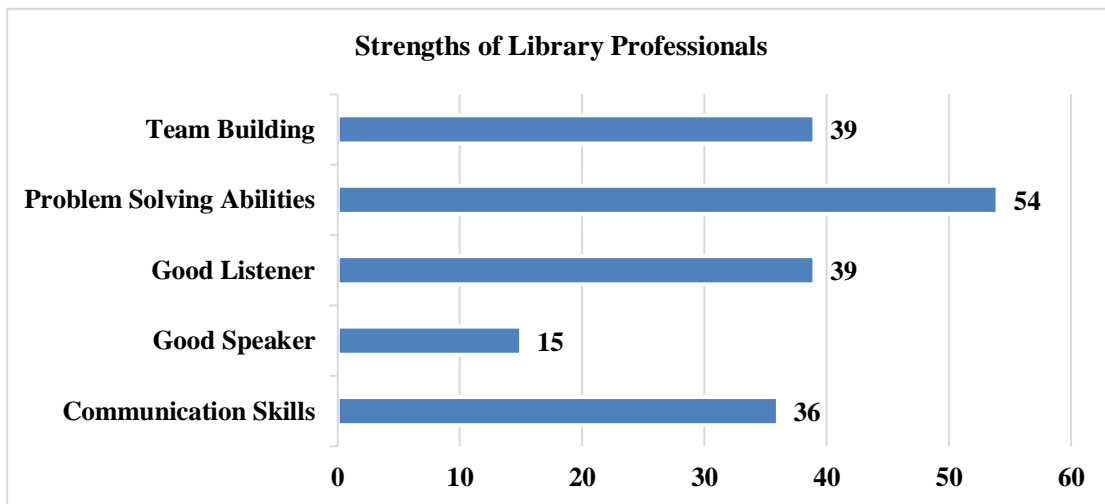
The question was asked to the respondents, "as a library professionals what are their strengths?" As a result we can see in the above figure that out 57 respondents 39 of the respondent's strength is team building and good listening; 54 respondents strength is problem solving abilities; 15 respondents strength is good speaking and 36 respondents strength is Communication Skills.

Table 5.2.19 Ideal Leader

Ideal leader according to the respondents				
One who creates vision of the future	Who works well with the team	The one who enables their team success	The one who only think of himself/herself	Who demonstrate flexibility
45	45	39	0	15

Figure 5.2.19 Ideal Leader

Ideal leader according to the respondents
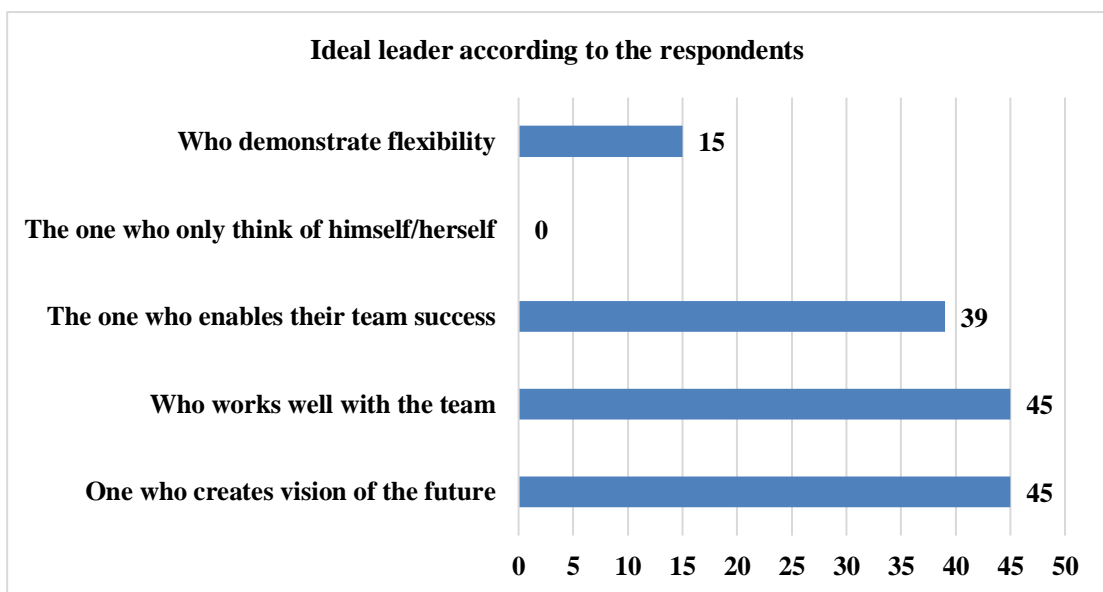
Respondents were asked, who according to them is a ideal leader, and many options were given from which, out of 57 respondents 45 of the respondents think that according to them ideal leader is the one who creates vision of the future and the one who works well with the team; 39 respondents feel it's the one who enables their team success; 15 of them think that the one who demonstrate flexibility and no single person thinks that it is the one who think of himself/ herself.

Table 5.2.20 Leadership

Leadership according to the respondents				
The act of guiding a team or individual to achieve a certain goal through direction and motivation	Showing love and responsibility	Ignoring problems not solving it and acting harshly to others	Inspiring others to take the steps necessary for success	Supporting other members and encouraging them
48	12	0	39	36

Figure 5.2.20 Leadership

Respondents were asked what leadership according to them is. From above the table and figure we can see that out of 57 respondents 48 of them think that it is the act of guiding a team or individual to achieve a certain goal through direction and motivation; 12 of the respondents think that it is showing love and responsibility; 39 respondents think it is inspiring others to take the steps necessary for success; 36 of the respondents feel it is supporting other members and encouraging them; out of 57 respondents no one thinks that it is inspiring others to take the steps necessary for success.

Table 5.2.21 Leadership Qualities

			Leadership Qualities				
Self Confidence	**Over confidence**	**Management Skills**	**Creative & Innovative Thinking**	**Honest**	**Fearless**	**Dependent on others**	**Dominating**
45	0	48	48	48	36	0	0

Figure 5.2.21 Leadership Qualities
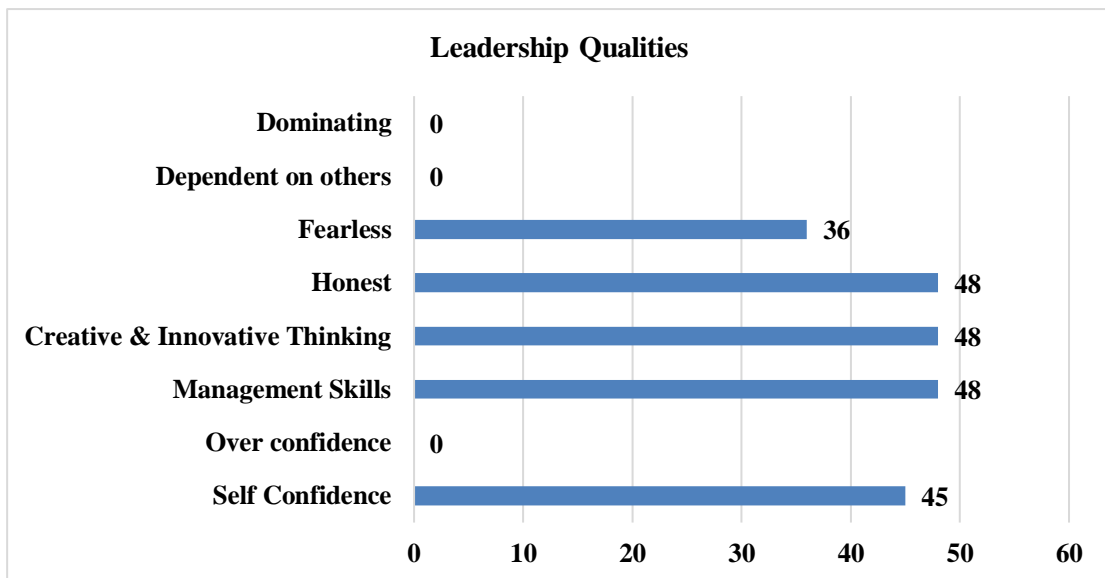
Respondents were asked about what leadership qualities a leader should have, from the above data analysed we can see that out of 57 45 of them says self confidence; 48 of the respondents says leaders should possess management skills, creative and innovative thinking and leader should be honest; 36 respondents says leader should be fearless; no one thinks that a leader should be dominating, should be dependent on others and should be over confident.

Table 5.2.22 Challenges faced by the Library Professionals

Challenges faced by the Respondents				
Lack of Finance	Inadequate Infrastructure	Lack of Knowledge and Training	Lack of High Quality Teaching Staff	Lack of Library visits
30	42	6	12	9

Figure 5.2.22 Challenges faced by the Library Professionals
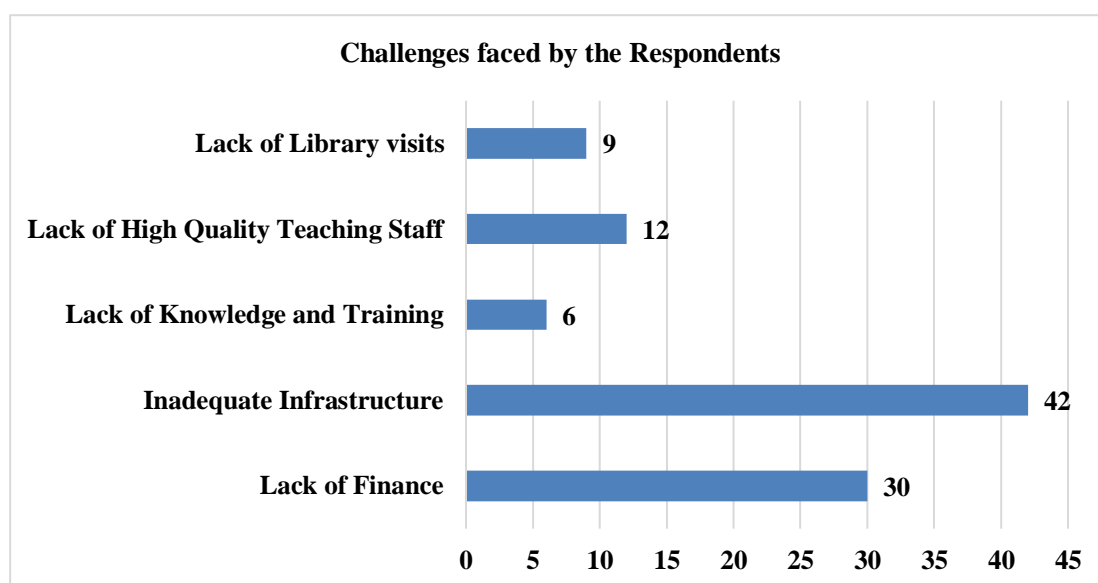
Respondents were asked what challenges they have faced in their profession, as mentioned above in figure out 57 respondents 30 respondents have faced lack of finance problem; 42 respondents were had inadequate infrastructure; 6 of the respondents faced lack of knowledge and training problem; 12 respondents lack high quality teaching staff and 9 respondents faced lack of library visits.

In addition, the question was asked to the library professionals what initiatives they have took to overcome those challenges faced. Following are the initiatives they have took:

Some of the respondents discussed those issues in library committee meeting and tried to get solutions, some respondents took initiative to spread awareness among the teachers and students regarding library resources and services, One respondent got full computer laboratory for students under corporate social responsibility, one respondent requested to the library committees to have a separate library building

with good infrastructure, one respondent took initiative of spreading awareness and benefits of using libraries, one respondent raised proposal for infrastructure and staff, some of them have automated their libraries with new technologies, one has made implementation of QR codes in the library for ease of access, Some of them have took workshops on training programmes for staff.

CHAPTER VI

FINDINGS AND SUGGESTIONS

FINDINGS AND SUGGESTIONS

6.1 FINDINGS

1. Almost all respondents according to the survey is a Library professionals and working in the libraries in Goa

2. All the Library Professionals are very much familiar with the term leadership.

3. The study indicates that the library leaders designation varies as majority of the library professionals are working as a librarian (16 respondents), some are working as librarian grade I, librarian grade II, librarian grade III, college librarian, junior librarian and only 2 respondents are working as a assistant librarian.

4. The study also shows that the years of service of respondents are varies, which shows that they have very good amount of experience in their respected field.

5. According to the study the majority of the library professionals are the members of social clubs followed by housing society, government organisations, political parties and non-governmental organisations. It also showed that some of the library leaders are not part of any group or organisations.

6. It was found that out of 57 only 30 respondents are members of the institutional committees and remaining 27 are not members of any institutional committees.

7. Study has found that very few library leaders that is only 6 respondents are the member of national committees while the majority of the respondents i.e. 51 respondents are not a part of any national committees.

8. Findings show that only 2 respondents out of 57 are members of international committees while the remaining 55 are not a members of any international committees.

9. Analysis shows that 63% of the respondents are members of professional associations while 37% of the respondents are not members of any professional associations.

10. Findings shows when asked about their participation in an any elections, only 6 (11%) respondents had ever taken part in an election and won the election,

while the remaining 51 (89%) respondents have never took part in any elections.

11. Study revealed that only 18 (32%) respondents have won any awards and 39 (68%) respondents have never won or received any awards.

12. Study indicated that about 23 respondents have written articles while the majority, 34 respondents have not written any single article.

13. The analyses shows that very less amount of respondents that is only 13 respondents have written any kind of book while the majority of the respondents that is 44 of them have not written any book.

14. It was found out 24 (42%) respondents of 57 have ever invited as a guest/special invitee in the functions/program while 33 (58%) respondents have never been invited.

15. Study shows that when asked about any activities organised within the library to the library leaders majority of the respondents among 57, 51 respondents have organised library awareness programmes, out of 57, 48 have organized library training programme, 45 of them have organized book exhibition, 27 have organised seminars, 18 have organized conferences and 9 of them have organized other activities such as workshops.

16. Study revealed that only 21 respondents have conducted activities outside the library while majority of the respondents i.e. 36 of them have not conducted any activities outside the library.

17. Findings revealed when asked about their strengths as a library professionals, the majority of them said that they have problem solving abilities, followed by they are a good listeners and have team building ability, some said they have good communication skills and very few of them said that they are a good speaker.

18. Study analyses that when asked about who according to them is an ideal leader, majority i.e. 45 respondents think an ideal leader is the one who creates vision of the future and the one who works well with the team, 39 respondents thinks ideal leader is the one who enables their team success, 15 of them think ideal leader is the one who demonstrate flexibility and no single person thinks that it is the one who think of himself/ herself.

19. Study found out when asked to the respondents what is leadership mean to them, the findings showed that the majority of the respondents think that it is

the act of guiding a team or individual to achieve a certain goal through direction and motivation, some of them think it is showing love and responsibility, some others think it is it is inspiring others to take the steps necessary for success while some think it is supporting other members and encouraging them.

20. Findings revealed when asked about what qualities a leader should have, the majority of the library leaders think a leaders should have management skills, creative and innovative thinking and should be honest, followed by some think a leader should be self-confident and fearless and everyone of them think that a leader should not be dominating, should not be dependent on others and should not have over-confidence.

21. Study found that when asked about the challenges/difficulties faced by the library professionals, majority of the them faced the problem of inadequate infrastructure, some of them faced financial issues, some had lack of high quality teaching staff, some faced the problem of lack of library visit and some had lack of knowledge and training.

22. Study found that the majority of the respondents have took initiatives to overcome the challenges or difficulties they have faced.

6.2 HYPOTHESIS TESTING

The following are the hypothesis of the study:

1. Every library professional is not a Leader

Hypothesis1: Every library professional is not a leader.

Testing: According to the survey, library leaders include those who work in a variety of libraries, including those found in schools, colleges, universities, public libraries and research libraries. Library leaders are those who take initiative, motivate, support, and encourage others. Leaders are those who have some good qualities, strength, and have participated in any programme or done something for the society. In this study's findings, we can see that the library professionals have these qualities, strengths, and have taken some initiatives to overcome the difficulties faced by them. Some of them have participated in an election and won the election, some of them have participated in a programme, and some of them have done something for the society, some of them have written books, articles, they have organized some activities within and

outside the library, and are the members of some organizations, associations and committees which shows that every library professionals is a leader in their own way. Therefore this hypothesis is proved wrong .

6.3 SUGGESTIONS

1. Any staff members can become a active leader.
2. Library professional must develop and enhance leadership skills
3. The library professionals should engage both staff and even library users, young or old, so that they can get the feedback that will help them to develop.
4. Librarians should be energetic and should calmly tolerate, stress and never show concern about being overworked.
5. Librarians should have high level of self confidence to attempt challenging tasks.
6. Library leaders should always have a desire to improve and understand own strengths and weaknesses.
7. Library Professionals should not dwell on mistakes but view them as opportunities to learn and move on.
8. Library Professionals should be courageous, ambitious, and confident to take risks and always ready to accept responsibilities.
9. Library Professionals have to be humble and exhibit concern for others in their times of doubt and problems.
10. Library Professionals should be trustworthy, keep promises and fulfil responsibilities. They should listen, motivate, empower others and take initiative in social situations.
11. Library Professionals should be socially active and must converse with staff and patrons time to time to upgrade the library services and resources.
12. A true library leader learns from experience and adapts to change. He has to possess extensive knowledge to provide good judgement, effective planning and impressive problem solving capability.
13. The mantra for success of a responsible librarian is to never react right away, but to consider the situation and suspend judgement until all the facts are put in.
14. Library Professionals should be expert in one-to-one communication, excellent writing skills and of course a superior speaker.

15. Library Professionals need to be scholars and experienced in a variety of situations where they must have skills and expertise in dealing with different types of problems.

16. The library Professionals have to be skilled in performing tasks and should have ability to mentor those who follow them.

17. Library Professionals have to be sympathetic, caring genuinely about the well being of their staff and users so that the staff/users have strong confidence and belief that their leader will support, defend and always stand by them.

CHAPTER VII

CONCLUSION

7.1 CONCLUSION

Leadership is an ability of an individual or a group of people to influence and guide followers or members of and organization, society or team. Leader play a significant role, they can build or destroy . Leadership is an important trait and it occupies a significant place in the context of libraries. An libraries today face a lot of development and improvement, and this cannot happen without the support, enthusiasm, and cooperation among library staff through good leaders. As Donald Riggs mentioned in his article, library managers think that library staff members are not ready to make changes and promote development at the library, and that drives managers to look for external help from leaders who have a positive attitude to inspire employees and make the necessary changes. Hence, there is a need for innovative leaders with expertise in the modern methods of development in the libraries. Because of that, we can see that leadership in the library is the key to promoting creativity among employees, and without them, changes will be difficult or unattainable.

There was a few research available on library leadership in Goa, therefore, this problem was undertaken as a topic of my research. In this project I have focused on the definition of leadership, the qualities, skills, and abilities of leadership, the challenges faced by library leaders, the approaches to leadership, as a leader what other actions they have taken outside of the field, discussed library leadership in various fields.

I surveyed 57 library professionals of Goa as a part of my research. From my research I have discovered that library Professionals of Goa are the Library Leaders and they possess leadership qualities and have library leadership in various fields. The research revealed that library leaders are the members of many groups, institutional committees, nationa-international committees, professional associations. Besides that they have participated in elections won some elections, took part in various social agitations, received awards for their good works, written books and articles, invited as a special invitee or guest in the program/functions. They have organised activities

outside the library and within the library. I have also discovered that Library professionals of Goa have their own leadership styles, skills and have faced many challenges and took initiatives to overcome those challenges.

Libraries today need to evolve and improve, and this requires strong leadership to foster employee excitement and cooperation. Hence there is a need for innovative leader with knowledge of cutting-edge library building techniques. Each library leader has their own style of leadership, and rather than trying to adhere to a rigid model of how to lead, they should aim to develop and improve it.

CHAPTER VIII

BIBLIOGRAPHY

CHAPTER 8

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ANNEXURE

Library Leadership in Goa

1. Name

2. Designation

3. Qualification

4. Name of the Institution

5. Number of years of service

6. Are you a member of any of the following:

    Social Club ☐

    Housing Society ☐

    Government Organisation ☐

    Political Party ☐

    Non Government ☐

    ☐

    Organisation

    Other:

7. Please mention the number of Institutional Committees for which you are member.

8. Number of National Committees for which you are member

9.   Number of International Committees which you are a member

10.   Are you a member of any professional Association? .

    Yes   ⬭

    No   ⬭

11.   If yes, please mention number of association

12.   Have you ever participated in any election?

    Yes   ⬭

    No   ⬭

13.   If yes, please mention number of elections

14.   Have you won any election?

    Yes   ⬭

    No   ⬭

15.   Have you received any award?

    Yes   ⬭

    No   ⬭

16.   If yes, please number of awards

17.   If yes, please mention the name

18.   Please mention the number of the article you have written

19.   Please mention the number of the books written

20.   Please name atleast one social agitation in which you have taken part?

21.   Have you been invited as a guest/special invitee in any function/program?

22.   As a Library Professional, have you organized any activities within Library? *

Conference ☐

Seminars ☐

Book Exhibition ☐

Library Training Programme ☐

Library Awareness Programmes ☐

Other: ☐

23.   Number of activities conducted outside the library?

24.   As a Library Professional what are your strengths? *

Communication Skills ☐

Good Speaker ☐

Good Listener ☐

Problem Solving ☐

Abilities Team ☐

Building ☐

Other:

25.   Who is an ideal leader according to you? .

One who creates vision of the future ☐

Who works well with the team ☐

The one who enables their team success ☐

The one who only think of himself/herself ☐

 Who demonstrate flexibility ☐

26.   What is Leadership mean to you?

 The act of guiding a team or individual to achieve a certain goal through direction and motivation ☐

Showing love and accountability ☐

Ignoring problems and not solving it and acting harshly to others ☐

Inspiring others to take the steps necessary for success ☐

Supporting other members and encouraging them ☐

27.   In your opinion, what qualities a good leader should have?

Self Confidence ☐

Over Confidence ☐

Management Skills ☐

Creative & Innovative Thinking ☐

Honest ☐

Fearless ☐

Dependent on others ☐

Dominating ☐

28.   As a Library Professional what are the challenges faced by you? *

Lack of Finance ☐

Inadequate Infrastructure ☐

Lack of Knowledge and Training ☐

Lack of High Quality Teaching Staff ☐

Lack of Library Visits ☐

☐

Other:

29.   Mention atleast one initiatives taken by you to overcome challenges faced by
you?