INFORMATION SCIENCE IN THE BIBLE

HOLY BIBLE

Edited by

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CHAPTER 32

COMPARATIVE STUDY OF LEADERSHIP IN NIGERIAN ACADEMIC LIBRARIES AND IN THE BIBLE
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INTRODUCTION

The purpose of this paper is to comparatively discuss leadership in Nigerian academic libraries and in the Bible. It traces the concept of leadership to the Bible. The paper further discusses some leadership principles and functions such as delegation of authority or responsibilities, motivation of employees, leadership as a coach/mentor and leadership by example. It establishes that the principles for successful leadership that are practiced in Nigerian academic libraries today originated from the Bible. The paper concludes that it is very clear that leadership originated from the Bible, and throughout the history of the Bible, notable men were appointed to be leaders as we have in the Nigerian academic libraries today, and that the leadership of academic libraries in Nigeria will achieve their desired aims and objectives by following the principles that are embedded in the Bible. Based on these, the paper made some recommendations.

AN OVERVIEW OF LEADERSHIP IN NIGERIAN ACADEMIC LIBRARIES AND IN THE BIBLE

Organizations, irrespective of size, location, resources, and culture, have leaders who have the responsibilities of directing or leading the affairs of that organization. In defining leadership, it is essential to define who a leader is. **Ogbah (2013) pointed out that a** leader is a person who takes the central role in interactions and who influences the behaviour of other members of a group. She continued by saying that he is an individual who has authority over others and is responsible for guiding the actions of everyone in an organization. According to Segun-Adeniran (2015), leadership simply involves influencing or affecting a group of people to take collective action in a particular direction in order to achieve an organizational goal. **The author further cited** Verber (2011) and explained that leadership could be viewed as community mobilization, initiation and motivation of employees and involvement in their development.

Academic libraries are established to support the teaching, learning and research activities of their parent institutions. These libraries cannot meet their main objective, which is to satisfy users' information needs, without appropriate leaders and leadership. Anunobi (2008) reiterates that a well-established academic library is essential for any academic institution. It is a focal point for teaching, learning, and research and it is

expected to provide standard information resources and this is made possible through proper leadership and leadership styles.

One of the most important parts of any organization is leadership. Leaders create a shared vision, inspire others, and provide a stable environment during times of change. Leaders can also initiate growth, change, and cause aggravation in the organization (Martin, 2015). Several researches have been carried out on this important aspect of organizational management including academic libraries. There is a lot of research about academic library's leadership; these researches include different sides of leaders' activities, functions and characteristics (**Mandre, 2015).**

It is evident that the concept of leadership, delegation of authority and responsibility originated from the Bible. In Genesis Chapter 1 verses 26-31, after God created everything including man, He handed over all other creatures to man to manage. This signifies leadership and delegation of authority and responsibility. Similarly, in the book of Exodus chapter 18 verses 25-26, Moses delegated authority and responsibility to some able men so as to enable him function effectively.

The objective of this paper is to look at leadership in Nigerian academic libraries as compared with leadership in the Bible. The essence is to discover the relationship between leadership in the Bible and in Nigerian academic libraries and at the same time see their similarities and differences.

SOME LEADERSHIP PRINCIPLES IN NIGERIAN ACADEMIC LIBRARIES AND IN THE BIBLE

This section will be discussed under four sub-headings:
Delegation of Authority/ Responsibility
Delegation of authority/responsibility implies division of authority and powers downwards to the subordinate. It is about entrusting someone else to do parts of your job (Vornon, 2012). It can also be defined as subdivision and sub-allocation of responsibility and corresponding authorities to subordinates in order to achieve the organizational goals and objectives. Delegation of authority/responsibility has been a practice in Nigerian academic libraries. The head of the libraries delegate some of the responsibilities to the different deputy heads, and the deputies in turn delegate to sectional heads. Different sectional heads also delegate some authorities and responsibilities to the staff under them. All these are put in place so as to achieve organizational goals and objectives.

Delegation is very crucial in any organization as it is referred to as the cement of the organisation because a single person in charge of the organization or department may not be able to achieve the organisational desired results. Therefore managers or heads of libraries or organizations delegate to achieve organizational goals and objectives (Morake, Monobe & Mbulawa, 2012 cited Westhuizen, 2004)
It is manifest that delegation of authority and responsibility originated from the Bible. In Genesis chapter 1 verses 26-31, after God created everything including man, he handed over all other creatures to man to manage. Similarly, in the book of Exodus

chapter 18 verses 25-26, Moses delegated authority and responsibility to some able men so as to enable him function effectively.

> And Moses choose able men out of all Israel, and made them heads (leaders) over the people, rulers of thousands and rulers of hundreds, rules of fifties and rules of tens. And they judged the people at all seasons; the hard cases they brought unto Moses, but every small matter they judged themselves.

In Ezekiel chapter 3 verse 17 and chapter 37 verse 4 respectively, God delegated authority and responsibility to Ezekiel. God said to Ezekiel:

> Son of man, I have made thee a watchman unto the house of Israel; therefore, hear the word of my mouth and give them warning from me".
> Then he said to me, "Prophesy to these bones and say to them, 'Dry bones, hear the word of the LORD.

Jesus Christ also delegated authorities and responsibilities to His disciples. In Mathew chapter 10 verse 1 it is written, "And when he had called them unto him his twelve disciples, he gave them power against unclean spirits, to cast them out, and to heal all manner of sickness and all manner of disease".

Jesus Christ also told Peter, one of His disciples, in Mathew chapter 16 verses 18-19 thus:

> And I say unto thee, that thou art Peter upon this rock I will build my church; and the gates of hell shall not prevail against it. And I will give unto thee the keys of the kingdom of heavens: and whatsoever thou shall bind on earth shall be bind in heaven; and whatsoever thou shall loose on earth shall be loose in heaven.

Jesus Christ speaking in John chapter 5 verses 26 -27 stated that "as the father hath life in himself, so hath he given to his son to have life in himself. And hath given him authority to execute judgment also, because he is the son of man". Similarly, in Acts of the Apostles chapter 1 verse 8, Jesus told his disciples: "But ye shall receive power, after that the Holy Ghost is come upon you; and ye shall be witnesses unto me both in Jerusalem, in all Judaea, and in Samaria, and unto the uttermost part of the earth". Also in Mark chapter 16 verse 15, Jesus Christ told His disciples 'go ye into all the world, and preach the gospel to every creature'.

Leaders as Motivators

One core duty and responsibility of an academic library leader is motivation of employees. Motivation may be viewed as a force that pushes a person to action. In academic libraries, there are two forms of employee motivation - intrinsic and extrinsic motivation. Intrinsic motivation implies the forces that are from the internal such as accomplishment of a given task. While extrinsic motivation is from the external, that is what the employer provides to motivate the employees. Such as reward system like salary, promotion, recognition and so on.

Academic libraries' leadership in Nigeria has been practicing different reward systems to motivate the librarians. **Yusuf (2015), citing** Aworemi, Abdul-Azeez and Durowoju (2011), in their study, examined the motivational factors of employees in Nigeria. They indicated seven motivating factors in academic libraries which include job security, personal loyalty to employees, interesting work, good working conditions, good wages, promotion and growth in organization and full appreciation of work done. Similarly, *Tella, Ayeni and Popoola (2007) listed some motivational strategies adopted in Nigerian academic libraries to include; salary, wages and conditions of service,* special allowances, fringe benefits such as holidays with pay, pensions, and so on. Also, Knust, Knust and Uds (2013) investigated motivation and performance in public universities in Ghana and they found that the motivational level among librarians in the universities they investigated was high and that the universities practice motivational strategies such as good salary, pension benefits, good working condition, and regular promotion among others.

This practice can be traced back to the Bible; various motivational strategies were adopted in the Bible days. For example, Laban rewarded Jacob for working for him. In Genesis chapter 30 verses 26-36, it is recorded that Laban asked Jacob, "what shall I give you?" And Jacob said,

> You shall not give me anything. If you will do this one thing for me, I will again pasture and keep your flock: Let me pass through your entire flock today, removing from there every speckled and spotted sheep, and every black one among the lambs, and the spotted and speckled among the goats; and such shall be my wages. So my honesty will answer for me later, when you come concerning my wages. Every one that is not speckled and spotted among the goats and black among the lambs, if found with me, will be considered stolen.

And Laban said, "Good, let it be according to your word. So he removed on that day the striped and spotted male goats and all the speckled and spotted female goats, everyone with white in it, and all the black ones among the sheep, and gave them into the care of his sons" (Gen 30:25-36). Also, in the book of Exodus chapter 23 verse 25, it is stated, 'and ye shall serve the Lord your God, and he shall bless thy bread, and thy water; and I will take sickness away from the midst of thee'.

This promise can be linked to the present day National Health Insurance Scheme (NHIS) practiced in libraries. In the book of John chapter 14 verses1-3, Jesus Christ also promised a good reward system for the disciples. He said "Let not your heart be troubled: ye believe in God, believe also in me. In my Father's house are many mansions: if it were not so, I would have told you. I go to prepare a place for you. And if I go and prepare a place for you, I will come again, and receive you unto myself; that where I am, there ye may be also". Similarly, In John chapter 6 verses 1-12, Jesus Christ used food as reward for five thousand people that came to listen to the word of God. Jesus apparently used the

promise of rewards to motivate His disciples on several occasions. In Mark chapter 10 verses 29-30, He promised:

> No one who has left home or brothers or sisters or mother or father or children or fields for me and the gospel will fail to receive a hundred times as much in this present age (homes, brothers, sisters, mothers, children and fields — and with them, persecutions) and in the age to come, eternal life".

In Matthew chapter 19 verse 28, Jesus promised the disciples that 'at the renewal of all things, you who have followed me will also sit on twelve thrones, judging the twelve tribes of Israel'.

Leaders as Coaches/ Mentors

Mentoring means identifying talented new individuals and attracting them into an ever-changing and expanding profession, helping those with traditional credentials and experience to develop the qualities necessary for success (Weiner, 2003). It also implies the process of developing successor that will take charge of the organizations including academic libraries. A mentor is someone who teaches or gives help and advice to a less experienced and often younger person. Mentoring is about supporting the individuals you are working with, listening to them, building self-confidence, and encouraging new ideas and effective leadership practices. It can be a long-term or short-term arrangement and at the same time it can be a formal or informal arrangement. Mentoring can involve a supervisor and their direct report, a co-worker, a colleague, and so on (Farrell, 2014). The main attribute of a mentor is knowledge that can move a mentee to his or her next expected level and the desire to pass that knowledge to others (Farrell, 2014 cited Todaro, 2011).

According to McGuin, (2011), mentoring is a deliberate act of advising and guiding a new librarian in order to facilitate a smooth transition to and/or development in the profession; it reduces anxiety in and/or minimizes difficulty for someone new or inexperienced, and at the same time enhances the mentee's success.

Mentoring has been a practice in Nigerian academic libraries. For example, the young librarians are usually mentored by experienced librarians in the different areas of specialization such as articles'/papers' writing for publication, selection and acquisition of materials, cataloguing and classification, indexing and abstracting, selective dissemination of information, reference services, among others. Bello and Mansor (2013) stressed that mentoring has been affirmed to challenge mentees' thinking, increase self awareness, improve mentees' ability to create relationships which sustains business, and nurture an independent and confident spirit. The authors further pointed out that mentoring helps mentees to improve particular career areas and explore their potential. They further maintained that mentoring has been acknowledged to have positive impact on younger librarians in the field thereby making them to make meaningful progress in their librarianship career.

Edwards (2009) also stated that m*entoring is required to build on the foundation of the mentee in order that professionals can develop the depth of knowledge required over time; therefore, coaching and mentoring new and prospective professionals provide an opportunity for both new and seasoned professionals to develop and refine the necessary skills to be successful in the diverse and rapidly evolving library and information profession.*

Idoko, Ugwuanyi and Osadebe (2016) investigated mentoring strategies in use for professional development of librarians in federal Universities in North-Central Nigeria. Descriptive survey research design was adopted. Population of the study was 107 professional librarians. The authors discovered that informal mentoring strategy is the main strategy in use for professional development of librarians in the universities investigated. This implies that academic libraries' leadership in Nigeria engages in mentoring activities either formally or informally.

Bello and Mansor (2014) studied the uses of mentoring in knowledge transfer for cataloguing, managerial, and research skills' development for cataloguers in Nigerian academic libraries. The findings show that mentoring exists in the libraries the researchers investigated and it is a tool for knowledge transfer that influences cataloguers and their skills' development. The result indicates that mentoring in knowledge transfer has a moderate to strong correlation with skills' development, and it improves cataloguers' proficiency and effectiveness.

Mentoring can be traced back to the Bible. In Proverb 27 verse 17, it is written 'Iron sharpens iron, so one man sharpens another'. Some of the cases of mentoring in the Bible are discussed below.

Eli and Samuel: Samuel was mentored by Eli on how to recognize the voice of God and respond to God's call. This is recorded in I Samuel 3: verses 4-10:

> 4 Then the LORD called Samuel. Samuel answered, "Here I am." [5] And he ran to Eli and said, "Here I am; you called me." But Eli said, "I did not call; go back and lie down." So he went and lay down.[6] Again the LORD called, "Samuel!" And Samuel got up and went to Eli and said, "Here I am; you called me." "My son," Eli said, "I did not call; go back and lie down." [7] Now Samuel did not yet know the LORD: The word of the LORD had not yet been revealed to him.[8] A third time the LORD called, "Samuel!" And Samuel got up and went to Eli and said, "Here I am; you called me." Then Eli realized that the LORD was calling the boy. [9] So Eli told Samuel, "Go and lie down, and if he calls you, say, 'Speak, LORD, for your servant is listening.'" So Samuel went and lay down in his place. [10] The LORD came and stood there, calling as at the other times, "Samuel! Samuel!" Then Samuel said, "Speak, for your servant is listening."

In a similar way, **Elijah mentored Elisha** into the ministry to the extent that Elisha received double portion of Elijah's anointing for successful ministry. Elisha received this power through watching, helping, and being with him. He was extremely

committed to Elijah, as seen in 2 Kings 2. Verses 1-15. He would not leave Elijah's side, and, when it was time for Elijah to leave, Elisha became his successor. As he asked for double portion of Elijah's anointing and with commitment to his mentor Elijah, Elisha received the mantle that fell from his mentor Elijah.

In the New Testament, Apostle **Paul mentored Timothy**. The Bible records this thus: "the things which you have heard from me in the presence of many witnesses, entrust these to faithful men who will be able to teach others also" (2Timothy 2 verse 2).

Jesus was not just a Saviour He was also a friend, a teacher, and mentor that walked with His disciples for three years. During that time, they saw Jesus and they worked together. They saw Him consistently anchor Himself in God's presence through prayer. They watched as He avoided the spotlight and the praises of the crowds. He taught them that in ministry God is the focal point and He refused to give in to the temptation of self-ambition and self-promotion (*Duckett, 2015).*

Jesus Christ mentored the disciples. He taught them how to pray in Luke 11 verses 1-4:

> And it came to pass, that, as he was praying in a certain place, when he ceased, one of his disciples said unto him, Lord, teach us to pray, as John also taught his disciples. And he said unto them, when ye pray, say, Our Father which art in heaven, Hallowed be thy name. Thy kingdom come. Thy will be done, as in heaven, so in earth. Give us day by day our daily bread. And forgive us our sins; for we also forgive every one that is indebted to us. And lead us not into temptation; but deliver us from evil".

Jesus Christ most of the time taught in parables and after the teaching, He will always explain the parables to the disciples as seen in **Matthew chapter 13 verses 10-13; Mark chapter 4 verses 10-12, 33; Luke chapter 8 verse 10.**

> *The disciples came to him and asked, "Why do you speak to the people in parables?" He replied, "Because the knowledge of the secrets of the kingdom of heaven has been given to you, but not to them. Whoever has will be given more, and they will have abundance. Whoever does not have, even what they have will be taken from them. This is why I speak to them in parables: "Though seeing, they do not see; though hearing, they do not hear or understand.*

LEADERSHIP BY EXAMPLE

Leaders that must gain the confidence and support of their followers must lead by example. In other words, leaders must practice what they say. This approach or principle of leadership is what Jesus Christ practiced. In John chapter 13 Verses 1-15, the Lord Jesus Christ washed the disciples' feet and He commanded them to do likewise to others.

In John chapter 13 verse 34-35 Jesus said to his disciples: "A new commandment I gave unto you, that ye love one another as I loved you, that ye also love one another. By this shall men know that ye are my disciples if you have love one to another".

The leadership of Nigerian academic libraries should learn from the model of leadership as exemplified by Jesus. This principle of leadership is very productive.

CONCLUSION

It is very clear from the paper that leadership originated from the Bible, and throughout the history of the Bible, notable men were appointed to be leaders as we have in Nigerian Academic libraries today. It can also be concluded that the various leadership principles such as delegation of authority/responsibilities, motivation, mentorship, leadership by example originated from the Bible. Therefore, the leadership of academic libraries in Nigeria will achieve their desired aims and objectives by following the principles that are embedded in the Bible.

RECOMMENDATIONS
- Academic libraries in Nigeria should follow the principles of leadership in the Bible and this will enable them to achieve their set goals.
- Academic libraries in Nigeria should take the issue of mentorship very serious as amplified in the Bible. This approach helps in successor planning.
- Leadership of academic libraries in Nigeria should practice the biblical principles of leadership by example and servant leadership. This approach of leadership leads to greater commitment by the followers, and attainment of the organizational desired results.

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