Administrative functions and library services in tertiary institutions in Cross River State, Nigeria

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Abstract
This study examined administrative functions and library services in tertiary institutions in Cross River State, Nigeria. To achieve the purpose of the study, five research questions and five research hypotheses were formulated to guide the study. Literature was reviewed based on the variables in the study. The survey design was adopted for this study. Here 208 respondents (professional and paraprofessional librarians) constituted the sample of the study. A 41-item questionnaire titled “Administrative Functions and Library Services. Questionnaire (AFLSQ)” was constructed by the researcher and used for data collection. Data collected were subjected to analysis using Pearson Product Moment Correlation and descriptive statistics. The findings of the study revealed that there was significant influence of planning, organizing, directing, staffing and funding on library services. The study recommends among others that administrators of tertiary institutions libraries should encourage human resources development programmes like seminars and in-service training of staff to promote the provision of library services in their libraries. Also administrators of tertiary institutions libraries should be provided with adequate funds by government to implement their policy decisions relating to planning, organizing, directing, staffing and funding for effective and proper administration of their libraries.

Keywords: Administrative functions, tertiary institutions, library services, library administrators, professional librarians, paraprofessional librarians, education and academic libraries.

Introduction
The art of administration in any organization lies on looking at the means through which objectives can be achieved. Administration involves a relating of activities which are complementary, that is, putting together of staff to carry out different types of actions. Its nature is dual and it manifests itself in two directions that is, the organization of activities and the arrangement of staff to carry out these activities in order to accomplish the objective one has in mind. (Oyedum, 2007 & Kumar, 2011) In other words, the job of a librarian as an administrator is to evaluate different or all points of views, identify the extent to which different viewpoints can be put together or reconcile, and then state what the library goals shall be.

Administering a library is not different from administering other public or private organizations. As a head of the library, one performs some administrative duties to ensure that things are done with and through subordinates by guiding and motivating their efforts towards the achievement of the objectives of the library in particular and the parent institution in general. Ukpannah and Onobrakpor (2016) have viewed that tertiary institutions libraries standards in service provision in any part of the globe is indispensable in the realization of the set objectives of their parent institutions. And, this can be achieved through effective planning, organizing, directing, staffing, funding and acquisition of adequate, current and relevant materials and making them available for use as required by all categories of users in the academic communities.

Presently, as Tracey (2015) further noted, for efficiency, readers satisfaction, economy in operation and the promotion of library use and allied services, the library...
administrator must plan, organize, direct, control, staff and fund the library to achieve set goals. That, if all these administrative aspects are achieved in a library, the services provided by the library will be of immense benefit and satisfactory to the users. Traditionally, libraries irrespective of type and size all over the world are known to be service oriented. No doubt, within the framework of educational structures from pre-primary to tertiary levels, the library ever remains and serves as the centre for academic activities.

Rafiu and Sadig (2015) maintained that libraries in academic institutions offer a wide range of services which are helpful to the library users to meet their information needs. Therefore, the provision of library services in tertiary institutions is expected to be of standard and of good quality so as to satisfy the needs of the academic community. It is also instructive to note that, the quality of services rendered by the library is as important as the existence of the library itself. Similarly, Nkanu and Ugobo (2010) noted that, the provision of library services in academic institutions is intended in a broad sense to encourage, stimulate and sustain the culture of reading habits in users as well as build their capacity to learn independently from books and non-books materials without a teacher. It is in conformity to this that the National Policy on Education (2004) recognizes the importance of libraries to education when it enjoins every State Ministry of Education to provide funds for the establishment of libraries in all educational institutions and train librarians for effective services delivery.

The strength of the academic library lies in the strength of its services through which it can ensure effective use of its information resources and play its role in fulfilling the objectives of education. According to Alokun (2004) the library services provided are expected to meet the information needs of the users which are likely to change over a period of time. Hence, the library services must be evaluated and revised in the changing perspective of the information needs of users. Such evaluation and periodic revision will make the provision of library services to continue to be effective in pursing education and research activities.

Library administrators as a matter of necessity are expected to sustain the continuous provision of quality library services so as to attract adequate patronage. The administrators are expected to note that the main purpose of academic libraries is to give boost to the actual realization of the curriculum objectives of their parent institutions evident in the services they provide. Kumar (2011) stressed that in libraries, administrators lay down fundamental pattern of operations and goals for the library. Therefore, library staff are expected to carry out the directives of their library administrators when it comes to providing library services to users.

According to Edem and Ofre (2008), the services provided are inter-library loan, Current Awareness Service (CAS), exhibition and displays, reprographic services, referral services, information literacy programmes and Selective Dissemination of Information (SDI) among others. More so, to facilitate the provision of these services to the satisfaction of users in a more efficient way, they must be well planned for, directed, coordinated, controlled, funded, organized, supervised through proper communication channels by library administrators.

For example, planning is a basic function of management normally used by administrators to accomplish their task. Thus, planning is deciding in advance what to do, when to do and how to do. It helps to bridge the gap from where an administrator...
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is and where he/she wants to be. Hence, it is very appropriate for library administrators to do adequate planning for the success of the library. After planning, come organizing which is the process of bringing together physical, financial and human resources and developing productive relationship amongst them for achievement of organizational goals. Administrators of the library must always organize collections in the library in such a way that will make for easy retrieval and dissemination of such collections to information seekers or clientele. The purpose of staffing in an organization is to adequately put the right person on the right job that is square pegs in square holes and round pegs in round holes.

Finally, funding is an essential service that administrators must handle very carefully, because without adequate funding in the library for instance, there may be a collapse in the system. Therefore, if administrators of academic libraries in Tertiary Institutions make adequate use of the above-mentioned services, libraries will definitely function very well for the betterment of their users.

Statement of the problem
Tertiary institutions libraries in Cross River State are by obligation expected to provide services to their respective communities which comprises of students, lecturers and researchers in order to support their teaching, learning and research needs. Unfortunately, a cursory look at tertiary institutions libraries in Cross River State reveals a number of administrative lapses that militate against effective and adequate delivery of library services.

Personal observation recently points to the fact that, there seem to be inadequate provision of library services such as readers services, reference lending (loan) services, inter-library loan services, users education services, reprographics services, bindery services, telephone services, e-mail services internet services current awareness services (CAS), exhibition and display etc. in tertiary institutions libraries in Cross River State. Perhaps, this may be due to lack of adequate planning, organizing, directing, staffing and funding by the library administrators. This however, has gone a long way to create administrative lapses.

These lapses often manifest in ineffective control and supervision of the subordinates, poor planning for library books materials and other resources, withholding of funds and other forms of assistance by government and donors, dilapidated facilities etc which adversely affect the provision of such services as lending, inter-library loan, users education, exhibition and display etc. in tertiary institutions libraries in Cross River State. Despite government perceived effort to curb this situation by providing an enabling environment such as funds to strengthen library service delivery, this ugly scenario still persists. It is in line with this that the researcher is poised to investigate administrative functions and library services in tertiary institutions in Cross River State, Nigeria.

Purpose of the study
The purpose of this study was to investigate administrative functions and library services in tertiary institutions in Cross River State Nigeria. Specifically, the study seeks to:

Ascertain the influence of planning, organizing, directing, staffing, and funding on library services in tertiary institutions in Cross River State.

Hypotheses
The following hypotheses were formulated and tested at .05 level.

1. There is no significant influence of planning on library services in
tertiary institutions in Cross River State.

2. Organizing does not significantly influence library services in tertiary institutions in Cross River State.

3. There is no significant influence of directing on library services in tertiary institutions in Cross River State.

4. Staffing does not significantly influence library services in tertiary institutions in Cross River State.

5. Funding does not significantly influence library services in tertiary institutions in Cross River State.

**Scope of the study**

This study was delimited to tertiary institutions in Cross River State. The study further delimited to administrative functions and library services in tertiary institutions in Cross River State. The independent variables used in the study were planning, organizing, directing, staffing and funding while the dependent variable used in the study were readers services, reference services, lending services, binding services, user education, reprographic services current awareness services, exhibition and displays, e-mails services identified in tertiary institutions in Cross River State.

**Methods**

This study employed the ex-post facto research design to investigate administrative functions and library services in tertiary institutions in Cross River State. Questionnaire was administered to 208 respondents that formed the sample size of this study (i.e. 73 professional librarians and 135 paraprofessional librarians drawn from these institutions. The population for the study comprises one thousand (1000) librarian staff in their tertiary institutions libraries in Cross River State. Purposive and accidental sampling technique was adopted for this study as the researcher gave the questionnaire only to the library staff that she met in the libraries within the period of the study and were subsequently used for the study. The questionnaire titled Administrative Functions and Library Services Questionnaire (AFLSQ) was an instrument data collection. The data obtained from the copies of the questionnaire retrieved from respondents was analyzed using Pearson Product Moment Correlation coefficient (PPMC) to test the hypotheses formulated for the study.

**Results**

**Hypothesis one:**

Hypothesis one states that there is no significant influence of planning on library services in tertiary institutions in Cross River State. The independent variable in this hypothesis is planning while the dependent variable is library services. To test the hypothesis, Pearson product moment correlation was used for data analysis.

**Table 1: Pearson product moment correlational analysis of the influence of planning on library services (N=208)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>X</th>
<th>S.D</th>
<th>r-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>208</td>
<td>10.08</td>
<td>2.82</td>
<td>.153*</td>
<td>.027</td>
</tr>
<tr>
<td>Library services</td>
<td>208</td>
<td>19.88</td>
<td>2.09</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The result as presented in Table 1 shows that the analysis produced an r correlation .153 which was significant at .05 probability level. Since the p value is less
than .05, it means that the hypothesis is rejected. This implies that there is a positive significant influence of planning on library services.

**Hypothesis two**

Hypothesis two states that organizing does not significantly influence library services in tertiary institutions in Cross River State. The independent variable in this hypothesis is organizing while the dependent variable is library services. To test the hypothesis, Pearson product moment correlation was used for data analysis.

**Table 2: Pearson product moment correlational analysis of the influence of organizing on library services (N=208)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>X</th>
<th>S.D</th>
<th>r-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizing</td>
<td>208</td>
<td>17.74</td>
<td>3.55</td>
<td>.229*</td>
<td>.001</td>
</tr>
<tr>
<td>Library services</td>
<td>208</td>
<td>19.88</td>
<td>2.09</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The result as presented in Table 2 shows that r-value = .229, p<.05. This implies that there is a positive significant influence of organizing on library services. Hence, the null hypothesis is rejected.

**Hypothesis three**

Hypothesis three states that there is no significant influence of directing on library services in tertiary institutions in Cross River State. The independent variable in this hypothesis is staffing while the dependent variable is library services. To test the hypothesis, Pearson product moment correlation was used for data analysis.

**Table 3: Pearson product moment correlational analysis of the influence of directing and library services (N=208)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>X</th>
<th>S.D</th>
<th>r-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directing</td>
<td>208</td>
<td>12.78</td>
<td>207</td>
<td>.153*</td>
<td>.039</td>
</tr>
<tr>
<td>Library services</td>
<td>208</td>
<td>19.88</td>
<td>2.09</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The result as presented in Table 3 shows that r-value = .153, p<.05. This implies that there is a positive significant influence of staffing on library services. Hence, the null hypothesis is rejected.

**Hypothesis four**

Hypothesis four states that staffing does not significantly influence library services in tertiary institutions in Cross River State. The independent variable in this hypothesis is staffing while the dependent variable is library services. To test the hypothesis, Pearson product moment correlation was used for data analysis.
Table 4: Pearson product moment correlational analysis of the influence of staffing on library services (N=208)

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>X</th>
<th>S.D</th>
<th>r-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffing</td>
<td>208</td>
<td>12.82</td>
<td>2.14</td>
<td>.180*</td>
<td>.04</td>
</tr>
<tr>
<td>Library services</td>
<td>208</td>
<td>19.88</td>
<td>2.09</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P<.05

The result as presented in Table 4 shows that r-value = .153, p<.05. This implies that there is a positive significant influence of staff on library services of the library. Hence, the null hypothesis is rejected.

Hypothesis five

Hypothesis five states that funding does not significantly influence library services in tertiary institutions in Cross River State. The independent variable in this hypothesis is funding while the dependent variable is library services of library. To test the hypothesis, Pearson product moment correlation was used for data analysis.

Table 5: Pearson product moment correlational analysis of the relationship between funding and library services (N=208)

<table>
<thead>
<tr>
<th>Variable</th>
<th>N</th>
<th>X</th>
<th>S.D</th>
<th>r-value</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding</td>
<td>208</td>
<td>17.66</td>
<td>3.96</td>
<td>.227*</td>
<td>.001</td>
</tr>
<tr>
<td>Library services</td>
<td>208</td>
<td>19.88</td>
<td>2.09</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

P<.05

The result as presented in Table 5 shows that r-value = .227, p<.05. This implies that there is a positive significant relationship between funding and library services. Hence, the null hypothesis is rejected.

Discussion

The result in hypothesis one shows that there is a positive significant influence of planning on library services. This could be because of the fact that when administrators head different departments in the library they could identify what they want, what to do and how to get it done, it will facilitate the provision of relevant resources that will help the attainment of a goal. This is because planning will help in identifying where to mobilize fund, human resources as well as facilities to achieve any area of the library that needed attention. The result could also be as a result of the fact that every aspect of the library requires strategic planning to achieve the objective of the library. It also require the expertise and experience of library administrators to plan and establish workable guidelines or policies that when implemented will sustain the achieved objectives.

The findings were in line with Ukpannah and Onobrakpo (2016) assertion that a tertiary institutions libraries standard in service provision in any part of the globe is indispensable in the realization of the set objectives of their parent institutions. And this can be achieved through effective planning. In other words, the study establishes that planning is an important process in the development and management of tertiary institutions libraries in Cross River State.
Hypothesis two which states that organizing does not significantly influence library services in tertiary institutions in Cross River State was rejected as obtained in the result. This could be as a result of the fact that library administrators organized library-related activities without planning. This is in line with Lavole (2016), Ogar (2017) and Hill (2018) who all agree that organizing builds up human and material resources needed for the attainment of set goals. And also, organizing helps in dividing work into different task and skill among competent staff who are determined to work for the overall achievement of objective. Therefore, administrators of tertiary institutions libraries should depend seriously on the organization of library activities for the benefit of all users. Also, in line with this result, Uche (2012) noted that administrators of libraries need organizing skill to successfully provide services that will be of great benefit to patrons. He further stressed that organizing is vital in the library because it shows the administrator how the library structure is created and what function should be carried out in order to provide services that will lead to achieving the set goals.

Hypothesis three which states that there is no significant influence of directing on libraries services was rejected. This could be as a result of the fact that communication which provides the means by which members of the organization may have been stimulated to implement organizational plans willingly and enthusiastically. It also facilitates inter-relation of different units of the library into a total system and helps decision-makers (heads of divisions) to be well informed so that they can make right decisions. This result confirms Kumar (2011) assertion that libraries or administrators of tertiary institutions libraries in Cross River State should direct staff on how to do their work and produce library services to patrons.

Hypothesis four which states that staffing does not significantly influence library services was rejected. This implies that staffing influence positively the provision of library services. This could be as a result of the fact that the human person has remained a vital and significant component in the work environment. His ideas, skills, knowledge and attitude in the work environment determine the attainment of organizational objectives, where they are gainfully engaged in the work in number and quality.

The findings were in line with that of Nkanu and Okon (2010) in their study on ICT as tool for bridging the gap in digital divide phenomenon in Nigerian libraries declared that, arising from global trend, librarians are now poised for training and re-training to enable them be part of the bridging tools in the digital-divide. They also noted that librarians should ensure that the right number of personnel that are needed in the library are engaged to bring their expertise, knowledge, skills and ideas to bear, so as to guarantee successful provision of library services in their Academic institutions libraries must develop the staff needed to meet new challenges through creative approaches such as; hiring new personnel and deploying/retraining existing staff. Staff development and personnel are the top work place issues for academic librarians, according to a 2012 Association of College and Research Libraries (ACRL) survey. It confirmed that staffing issues are a major concern for academic libraries, and calls for continuing education, professional development, strategic and creative approaches to hiring for vacant or new positions, re-tooling existing positions, and re-training the staff currently in those positions are some of the ways libraries can “grow” the staff they
need. The findings also confirm Ekpang (2011) view that administrators of tertiary institutions libraries in Cross River State can have excellent book collection, a beautiful building and all the technology in the world but if they do not have well-trained competent motivated staff, the patrons using the library will not be served effectively. And that competent staff are the cornerstone of the library.

Hypothesis five which states that funding does not significantly influence libraries services was rejected. The result of these finding is in agreement with the view that funding is the life blood of any library system. It is the financial strength as the library can neither be started nor successfully run without adequate funding. Administrators of tertiary institutions libraries required permanent sources of adequate funding to meet the needs of its patrons engaged in the and proper maintenance of their libraries in every respect. Providing sufficient funds lead to the success of tertiary institutions libraries and this is necessary in emerging libraries of the 21st century. Example is that, planning for provision of library services requires ongoing financial sustainability in order to enhance effective service provision. This result is also in agreement with Peter (2009) position that the level of funds available to a large extent determines the quality of service that can be provided. That is so because, funding is important in the acquisition of information resources in libraries, and funding is tired to the provision of quality services.

Summary of findings
The result obtained showed that:
There is a significant influence of planning, organizing, directing, staffing, and funding on library services

Conclusion
It is obvious that from the findings this study, planning, organizing, directing, staffing, are potent factors in ensuring the successful provision of quality library services in tertiary institutions in Cross River State. It is therefore, concluded that administrative functions used in this study positively influence the provision of library services, since the sample used is a representative of the entire population of the library staff in tertiary institutions in Cross River State.

The following recommendations which are based on the finding of this study are hereby offered:

1. Administrators of tertiary institutions libraries in Cross River State should adequately plan for effective provision of library services.
2. Organization is an inevitable function in library administration. Library administrators should therefore organize the library into relevant and functional departments, sections and units. Staffing institutions libraries is of utmost importance in quality services delivery. Hence, qualified staff should be recruited into different sections of the library.
3. Administrators of tertiary institutions libraries should encourage human resources development programmes like seminars and in-service training of staff to promote the provision of library services in their libraries.
4. Administrators of tertiary institutions libraries in Cross River State should be provided with adequate funds by Government to implement their policy decisions relating to planning, organizing, directing, staffing and funding, for effective and proper administration of their libraries.
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References


