EVALUATION OF THE LIBRARY MANAGEMENT PRACTICES OF UNIVERSITIES IN SOUTHWEST NIGERIA

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ABSTRACT

This study evaluated library management practices of some Nigerian universities. The survey method was used to carry out this research. The population for the study comprised of heads of division, section, unit as well as faculty librarians in eight university libraries in southwest Nigeria. The sampling method adopted for the purpose of this study is simple random sampling technique. The sample size for the study is (80). Eighty questionnaires were administered and 61 was duly filled and returned and found valid for analysis, thereby, giving a response rate of 76.3%. The data was analysed using statistical Package for Social Sciences (SPSS) software version 10. The findings revealed that various management practices were in place in both the public and private university libraries just like in other organisations. Recommendations were made to improve the library management practices.

Keywords: *Library management, Human resource management practices, Academic libraries,*
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Introduction

Universities as a main component of higher education are often established to develop the whole of man physically, mentally, morally and technologically, so as to be able to function effectively in any environment he may find himself/herself, in order to become more productive, self fulfilling and attain self-actualization (Aluede, Uadia, Aluede, & Igbineweka, 2002). Therefore, the importance of higher education as means and part of the development process of any society can hardly be contested; as the purpose of university education the world over includes liberation of the individual from restraints and limitations of ignorance and dependency (Aluede, Aluede & Ufuah, 2004). The major aim of establishing tertiary institutions is to build high-level manpower for national development. The university is a place

where people acquire the needed tools, social, mental and intellectual skills, which will be required by the beneficiary to become self-reliant and resourceful member of the society (Shuaib, 2011). In Nigeria today, there are public universities owned and funded by the governments, on the other hand, private universities, owned and funded by private individuals, business enterprises and religious bodies. Statistics from the National Universities Commission (NUC) show that as at March 2015, there are 40 federal universities, 39 state universities and 59 privately owned universities. That is, 79 public universities and 49 private universities, totaling 138 fully accredited universities Nigeria, by implication, there are a total of 138 university libraries in Nigeria as at the time of writing.

Unlike the public universities that solely rely on government funds, private universities never receive funds from the government; they rely on their own revenue, well wishers and donation (Wawire & Messah, 2010). These private universities are often subjected to heavy scrutiny by the National Universities Commission (NUC) before being granted accreditation. As a result, most private universities are well equipped with better facilities, infrastructure, personnel and programs. With the main objective of universities being to train and develop the manpower requirement of a nation through teaching, learning, research and community service, the university libraries are therefore established to support this mission and vision. Agboola (2000) affirmed that the university library is an important component of any university, and as a result, no university can lay claim to academic excellence without a good library to back up its teaching, research and public service mandates.

Generally speaking, a library can be viewed as an institution involved in the dissemination of information, and it also acts as an intermediary between the researcher and the information that has been created. Libraries, particularly the university libraries, provide essential infrastructure, largely in the form of reliable and well-documented access to prior knowledge, data, the cultural record, and other research materials, necessary for teaching, learning and research processes (Kotso, 2010). According to Franklin (2009), academic libraries have always existed to support the principal missions of their parent institutions. In recent times, however, advances in information technology, the increased cost of higher education, an aging academic library workforce, and a serious economic downturn have all converged to challenge how libraries engage in their academic support work, and therefore makes their management more challenging than ever before. Umoru-Onuka (2003) stated that management is a process of initiating, planning, organizing, implementing, monitoring, regulating, supervising and evaluating. Management can also be described as the process of leading and directing all or part of an organization, often a business, through the deployment (use) and manipulation of resources (human, financial, material, intellectual) to achieve a set goal and objective. Thus, management occurs in any human organisation such as small and large organisations; national and international organisations, and higher educational institutions (of which the university library is a part).

Library management is a sub-discipline of institutional management that focuses on specific issues faced by libraries. Library management includes normal management tasks as well as intellectual freedom, anti-censorship and fundraising tasks. Recognizing the role of library manager in this great task, Levinge (2006) noted that the influence of the library head (university librarian or equivalent) is unequivocal in the effectiveness of a library's quality management. Dhawan (2006) wrote that library management involves functions such as planning, organizing, leading, and controlling. Planning is about systematically making decisions about the library goals. Organizing is about assembling and coordinating human, financial, physical, informational, and other resources needed to achieve library goals. Leading is about functions that involve efforts on the part of the librarian to stimulate high performance by

employees, and controlling about monitoring various library operations and services. These four management functions are highly integrated, but libraries that excel in organizing material resources and in leading their human capital are known to give better performance.

According to the Association of College and Research Libraries (ACRL) standard (2004), assessment can be an active mechanism for improving current library practices in carrying out library goals and objectives. Periodic or occasional assessment of library strategies in general, and the human resource management in particular, would enable the library to guarantee the effectiveness and efficiency of its workforce in terms of service delivery and better user satisfaction. Library users visit the university library mainly in search of information materials to use for their respective needs. For that reason, a library is of no service to its users if it does not have suitable information materials. It follows, therefore, that for the university library to be able to support the mission of its parent organization and the university effectively, it is required to selectively acquire, on regular basis, current and relevant information materials in sufficient quantities in order to boost its performance. Rubin (2000) asserted that libraries are designed to perform the following basic functions such as: selecting materials and developing collections, ordering and acquiring materials, making documents available through document delivery, electronic delivery of information, and the provision of information-access mechanisms, conserving and preserving materials and providing bibliographic and other forms of instruction.

Libraries are striving hard to keep pace with the digital world. However, many libraries are facing inadequate budgets, high costs of resources, and also threatened by a fear of obsolesce resulting from the accelerating rate of technological change. It is also evident that university libraries have problems even in maintaining core collections, which represent their universities' curricula and activities because of lack of money and high inflation. As far as the university library occupies a central position in the university, it must endeavor to live up to its expectation. This, however, can only be guaranteed if there is proper mechanism for the effective management of the information resources, human resources, financial resources, as well as the technological resources. The integration of these resources will create an effective library information service delivery. It is against this background that this study is carried out to investigate the library management practices in public and private universities in southwestern Nigeria.

Objectives of the Study

The main objective of the study is to compare the library management practices in selected private and public universities in Nigeria. The specific objectives are to:

1. find out the management practices in selected private and public university libraries in southwest Nigeria;
2. examine the process of managing information resources and services in the selected private and public university libraries in southwest Nigeria;
3. investigate the human resource management practices in the selected private and public university libraries; and
4. find out the problems and challenges to effective management of university libraries in the selected private and public universities.

Research Questions

The following research questions were formulated to guide the study:

1. What are the management practices in the selected private and public university libraries in southwest Nigeria?
2. What are the processes of managing information resources and services in the selected private and public university libraries in southwest Nigeria?
3. What are the human resource management practices in the selected private and public university libraries?
4. What are the problems and challenges to effective management of university libraries in the selected private and public universities?

Review of Related Literature

Management of Library and Information Resources in Universities

Management is the process of working with people and resources to accomplish organizational goals. Good managers do those things both effectively and efficiently. To be effective is to achieve organizational goals. To be efficient is to achieve goals with minimum waste of resources, that is, to make the best possible use of money, time, materials, and people. However, some managers fail on both criteria, or focus on one at the expense of another. The best managers maintain a clear focus on both effectiveness and efficiency. McNamara (2002) stated that traditionally the term "management" is described as the functions of planning, organizing, leading and controlling (or coordinating) activities in an organization. In any larger set up like library organization, the tasks involve assembling, forming logical units of works, defining hierarchical structures, identifying staffing requirements, assigning tasks and responsibilities, coordinating human, financial, physical, informational, and other resources needed to achieve library goals.

Unaeze (2003) asserted that various managers stress different activities or exhibit different management styles and at different management levels. This happens also in libraries and at different levels of management. These individuals do not manage using identical techniques or styles. There are several reasons for these differences, including the managers' training, personalities, orientation and backgrounds. There are different kinds of managers who operate with different styles found at three different management levels in virtually all organizations: top-level, middle-level and lower-level. A library, like any organization, requires managers, but to find a new way forward requires much more than just efficient management or responsible caretaking. Leaders do much more than just make sure the trains run on time; they present their organizations with a vision of what they can be. They see much more than just tables of organization and equipment or rosters of personnel; they see potential. However, despite all of the importance placed on it and despite how sorely it is needed in our changing world, leadership remains something of an x factor in the management literature (Bolman & Deal, 2008; Stueart & Moran, 2007).

Libraries are now functioning as information or knowledge centers, resource centers, which disseminate required information to the users. Libraries collect the information published in various forms e.g. books, periodicals, thesis, patents etc. and organize it in helpful sequence. The heart of the library is in its collection. The main purpose of the collection is to serve the needs of users and organizational aims in better ways. Libraries have to develop the collection keeping in view the users need and demands and

hence the collection development in the library must be proper (Dhawle, Dhamdhere, Karambelkar & Dahibhate, 2012). Libraries are organized information centers as they have limited resources with which they have to satisfy the information needs of the users. Therefore, libraries have to build their collections and facilities to meet users' satisfaction (Biradar, Kumar and Mahesh, 2009). Ifijeh (2011) proposed that the university libraries need to provide quality information resources that reflect the various fields of study offered at the university, and these should be in print and non-print formats. The library's collection should be competitive with those of other information resource centers, while the library should also be equipped with Internet and e-learning facilities.

Normally, books and other reading materials in a library are organized into different collections such as book collection, rare book collection, periodical collection, and reference collection, etc. Books are arranged according to classified order. Besides, when some books are more in demand than others in such cases the library may consider creating a separate sequence of books in great demand. Reference books are also arranged in classified order. Periodicals are arranged by journal title. Shelving and shelf rectification of reading material in different collections must be done preferably every day to ensure that shelf arrangement of books and other reading material is as per prescribed order.

Budgeting and Financial Management in University Libraries

Budgets in libraries are almost always too small compared to the requirement. Libraries seek ways to provide better services more economically, but because most libraries are publicly funded, they are then accountable to the taxpayers too. Annual statistics compiled by the Association of Research Libraries (www.arl.org) revealed that, the cost of all types of library material continues to rise steeply over the last three decades. In order to get round of this problem, especially the exorbitant increase in the prices of periodical literature as well as research databases, libraries are entering into cooperative agreements and consortia (Biswas, 2012b). The development and execution of the library budget is one of the most important tasks of the librarian. The process should be integrated with the planning and evaluation of library services. The preparation of budget and implementation of budgetary control in a modern library requires an effective budget programme with the help of a sound and efficient organization (Das & Paul, 2012).

University libraries today are facing new as well as old challenges, which need more budgets due to growing demands of library resources, technologies and facilities. Consequently, there is the need for the library to convince the authority, compete and sometimes fight for the budget. The scenario is changing from printed to digital preservation. Digital preservation requires good amount of money as new investment for documents, hardware's, software's manpower, etc. There is also a pressure on traditional libraries getting transformed into digital library partially or fully and web based resources have played a great role. A large portion of library budget is spend on procuring E-resources (online/offline) and their access, CD-ROM product and now online consortia based resources. (Binwal, 2001; Arora, 2006; Cervone, 2007; Singh, 2009, 2010).

Staffing and Human Resource Management in University Libraries

Biswas (2012b) described staffing as the whole personnel function of bringing in and training the staff and maintaining favourable conditions of work, both qualitative and quantitative. Libraries in the 21st century are more automated than ever before but still are labour intensive organisations. The staff is the library's most important resource. Biswas (2012) suggested that library managers could utilize a

number of new ways to structure various staff positions available in their libraries for example, job sharing, flexible hours, job rotation, telecommuting and outsourcing. Wawire and Messah (2010) noted that staffing is concerned with effective recruitment, selection, placement, appraisal and development of people to occupy positions in the organization. Library staffs are the engine that control the running of all the activities performed in the library. Hence, library staffs are the pivot around which the users, information materials, equipment, tools and all the other facilities revolve. Changes in library staff roles are an important part of the future of university libraries, and as these roles change, so too will the interpersonal dynamics between library personnel and library administrators, and between library personnel and the universities they serve. Strothmann and Ohler (2011) noted that librarians from various generations tend to have different motivations, professional expectations, and communication styles, suggesting that as university libraries are infused with an increasingly diverse workforce, university libraries may want to consider how they can increase retention of motivated and talented librarians who move the library and the profession forward.

Human resource management is presented as a managerial function which is used to develop potential abilities of the employees to achieve organizational goals. Different perceptions of the employees are essential. People working in the organization are treated as capital and not as expenditure. In human resource management the most important view of the employees is their potential growth and professional development, training for acquiring new responsibilities and encouragement for innovation. Library management is becoming more and more complex as a result of the introduction of new technologies. For this reason, libraries need well trained personnel with potentials to modernize library performance and to overcome the conflict between the traditional organizational culture and the requirements of the modern technologically developed environment (Gazvoda, 1997).

Challenges of Library Management in University Libraries

Government-owned university libraries are suffering from a low budgetary allocation for education. An analysis of the federal government allocation to the education sector in the last nine years is discouraging. Between 2000 and 2008, the Nigerian federal government allocated an average of only 9% of its budget to education (Mordi, 2008). With such low funding, universities are not able to operate libraries with first-class services. As a result, facilities and information resources are inadequate, and students use the libraries mainly for study space. Few faculty members use the libraries' resources regularly and most seem unaware of new developments and resources within the library. The library staff struggles to provide access to electronic resources while coping with unreliable power, unreliable access to the Internet, and low bandwidth. Many view the library as weak and unable to support the teaching and research missions of the university (Macarthur Foundation, 2005).

According to Skornia (2011), academic libraries today are faced with many obstacles to their success. Rapid technological change has diminished their value as information purveyors. The troubled economy has struck their budgets, hence, a drastic reductions in their funds meant to purchase resources that are increasing in costs. Even their importance on the campus is being questioned by faculty, students, and administrators. It is important for libraries to be flexible enough to handle these challenges and the new ones that are still to come. They can do this by restructuring themselves to be a better fit for how their community expects to be served. In addition the research of Ajayi, Shorunke and Akinola (2013) found that inadequate power supply, poor funding, bad maintenance culture, technological obsolesce and ICT literacy are major challenges libraries are faced with when providing their services.

Methodology

The survey method was used to carry out this research. The population for the study comprises heads of division, section, unit as well as faculty librarians in eight university libraries in southwest Nigeria. These are made up of four public university libraries (of which three are federal and one state) and four private university libraries, namely-University of Ibadan (30), University of Agriculture Abeokuta (08), University of Lagos (10), and Lagos State University (13). The private universities include Babcock University, Ilishan Remo Ogun State, (4), Bells University, Ota, (10) Covenant University (5) and Lead City University, Ibadan (5).

Study Population and Sample

Name of Library	Population	Sample
University of Ibadan (UI) (Public)	30	30
University of Agriculture Abeokuta (UNAAB)(Public)	8	8
University of Lagos (UNILAG) (Public)	10	10
Lagos State University (LASU) (Public)	13	13
Babcock University, Ilisan Remo (Private)	4	4
Covenant University, Otta (Private)	5	5
Bells University, Otta (Private)	10	10
Lead City University (Private)	5	5
Total	**85**	**85**

Source: Personal Contact

Therefore the total population for the study equals 85. The sampling method adopted for this study is simple random sampling technique. The sampled respondents for this study were drawn from the total population of 85 staff who are decision makers from the eight selected university libraries. However, due to the small size of the population, a total enumeration method was adopted, and this gives a total of 85 respondents. This study used a questionnaire as the main instrument for the data collection, with 85 copies of the questionnaire administered, while 61 copies were duly completed and returned. The primary data used in this study was collected through the use of questionnaire named Library Management Questionnaire designed for this purpose. The data collected were coded and fed into the Statistical Package for Social Science (SPSS). Demographic data and research questions was tabulated and summarized as percentages and frequencies.

Findings and Discussion

The response rate of the questionnaire distributed is presented in Table 4.1.

Table 4.1   Response Rate of the Questionnaire

Organisation	Total Administered	Total Returned
Public universities	61(100%)	43(70.5%)
Private universities	24 (100%)	18(75.0%)

Total	85(100%)	61(71.8%)

Result of statistics on the response rate of respondent revealed that 43(70.5%) of the respondents from public universities returned their questionnaires and were found valid for analysis. However, 18(75.0%)of the respondents from private universities returned their questionnaires and were found valid for analysis.

Demographic Characteristics of the Respondents

Data revealed that majority of the respondents from the public university libraries 35(81.4%) were male while 8(18.6%) were female. Similarly, most of the respondents from the private university libraries 11(61.1%) were female while the remaining 7(38.9%) respondents were male. On age distribution of respondents, findings showed that majority of the respondents of which 27(62.8%) were from public universities and 7(38.9%) from private universities were between 31 and 40 years of age. This was followed by those in the age grade 41-50 years old in which 9(20.9%) respondents belonged to the public and 5(27.8%) belonged to the private universities. Only one respondent from the public university was between 61 years and above. Concerning the educational qualification of the respondents the result of statistics taken revealed that, The highest number of respondents from the public 40(93.0%) and 13(72.2%) of respondents from the private university libraries had masters degrees. Two of the respondents from both public and private university libraries had their first degree respectively while only one respondent each from both public and private university libraries had Ph.D.

Responses to the Research Questions

Table 2: Management Practices in University Libraries

S/No	Management practices	Public Universities		Private Universities	
		A	D	A	D
1.	Strategic management/planning	39(90.7%)	3(7.0%)	12(66.7%)	6(33.3%)
2.	Collection building and collection management	41(95.4%)	2(4.7%)	18(100.0%)	--
3.	Planning	40(93.0%)	3(7.0%)	18(100.0%)	--
4.	Supervision	41(95.3%)	2(4.6%)	18(100.0%)	--
5.	Effective communication between superior and subordinates	37(86.0%)	6(14.0%)	18(100.0%)	--
6.	Organisation of people and information resources	37(86.0%)	5(11.7%)	15(83.3%)	3(16.7%)
7.	Development of work plans	40(93.0%)	3(7.0%)	18(100.0%)	--
8.	Effective leadership styles	38(88.4%)	5(11.6%)	17(94.4%)	1(5.6%)
9.	Setting achievable goals	38(88.4%)	5(11.6%)	17(94.4%)	1(5.6%)

Table 1 presented an analysis of the management practices in the private and public university libraries. The result of the survey revealed that there were various management practices in the selected private and public university libraries. However, as shown in Table 4, majority of the respondents 41(95.4%) from the public universities and 18(100.0%) from the private universities agreed that there was

collection building and collection management in the libraries, whereas only 2(4.7%) from the public universities disagreed. Also, 41(95.3%) of the respondents from the public universities agreed that was supervision while 100% of the private universities' respondents also agreed. The least of the respondents, that is 37(86.0%) from the public universities and 15(83.3%) from the private universities agreed with organization of people and information resources.

Table 3: Process of Managing Information Resources and Services

S/No	Management of Information resources and services	Public Universities		Private Universities	
		A	D	A	D
1.	The library has a collection development committee	32(74.4%)	8(18.6%)	17(94.4%)	1(5.6%)
2.	Collection management is a sole responsibility of the acquisition librarian	23(53.5%)	20(46.5%)	14(77.8%)	4(22.2%)
3.	The library has a separate vote for information resources	33(76.8%)	9(20.9%)	15(83.3%)	3(16.7%)
4.	There is periodic collection evaluation in the library	36(83.7%)	7(16.3%)	5(27.8%)	13(72.2%)
5.	The library only acquire materials once in a year	5(11.6%)	38(88.4%)	13(72.2%)	5(27.8%)
6.	Collection acquisition is done on regular basis	36(83.7%)	7(16.3%)	5(27.8%)	13(72.2%)
7.	The library designs new services always	34(79.1%)	9(20.9%)	13(72.2%)	5(27.8%)
8.	Shelving and shelf reading is done routinely	39(90.7%)	4(9.3%)	14(77.8%)	4(22.2%)
9.	Weeding is an ongoing process in the library	35(81.4%)	8(18.7%)	16(88.9%)	2(11.1%)
10.	Preservation of information resources	39(90.7%)	4(9.3%)	13(72.2%)	3(16.7%)
11.	Developing disaster preparedness plans	35(81.4%)	8(18.7%)	16(88.9%)	2(11.1%)
12.	Provision of both manual and online catalogues	40(93.0%)	3(7.0%)	15(83.3%)	3(16.7%)
13.	Procurement of electronic resources to complement the printed materials	41(45.4%)	2(4.7%)	15(83.3%)	3(16.7%)

Most of the respondents, 41(45.4%) from both the public university libraries and 15(83.3%) from the private university libraries agreed that there is procurement of electronic resources to complement the printed materials in the libraries (Table 2). Furthermore, 32(74.4%) respondents from the public universities and 17(94.4%) from the private university libraries agreed that the libraries have collection development committee. On the contrary, while many of the respondents in the public university libraries agreed that there is periodic collection evaluation in the libraries, only few of those in the private

university libraries 5(27.8%) agreed and majority of them disagreed. Also, where the majority 15(83.3%) of the respondents in private university libraries agreed that the libraries only acquire materials once in a year, those in public university libraries strongly disagreed.

Table 4: Human Resource Management Practices

S/No	HRM Practices	Public Universities		Private Universities	
		A	D	A	D
1.	There is potential growth and professional development	38(88.4%)	4(9.3%)	18(100.0%)	--
2.	Training opportunities for acquiring new responsibilities and encouragement for innovation	38(88.4%)	5(11.7%)	18(100.0%)	--
3.	Favorable conditions of work	36(97.6%)	5(11.6%)	18(100.0%)	--
4.	Availability of human resource management department	8(18.6%)	34(79.1%)	18(100.0%)	--
5.	Adequate staffing	27(62.8%)	15(34.9%)	9(50.0%)	9(50.0%)
6.	Mentoring of staff	35(81.4%)	7(16.3%)	17(94.4%)	1(5.6%)
7.	Promotion of staff as and when due	33(76.8%)	9(20.9%)	17(94.4%)	1(5.6%)
8.	Disciplinary actions against misconducts	40(93.1%)	2(4.6%)	17(94.4%)	1(5.6%)

Table 3 revealed that there is adequate staffing in the selected libraries with 27(62.8%) respondents from public and 9(50.0%) from private university libraries respectively. About 38(88.4%) of the respondents from the public universities and 18(100.0%) from the private universities affirmed that there is potential growth and professional development for staff. Most of the respondents from both the public and private university libraries agreed that there are disciplinary actions against misconducts. However, it was discovered that the human resource management department is available in the private university libraries but not available in the public university libraries.

Table 5: Problems and Challenges to Library Management

S/No	Challenges	Public Universities		Private Universities	
		A	D	A	D
1.	Poor budgeting/inadequate funding of the library	41(95.3%)	1(2.3%)	18(100.0%)	--
2.	Inadequate staffing	43(100.0%)	--	14(77.8%)	4(22.2%)
3.	Over-reliance on government for funds	42(97.7%)	1(2.3%)	6(33.3%)	12(66.7%)
4.	High cost of IT resources	38(88.4%)	4(9.3%)	5(27.8%)	13(72.2%)
5.	Rapid increase in cost of books, periodicals and e-resources	39(89.7%)	3(7.0%)	10(55.6%)	8(44.4%)
6.	High rate of inflation	41(95.4%)	1(2.3%)	12(66.7%)	6(33.3%)

7.	Complexity of library management due to new technologies	39(90.7%)	2(4.7%)	14(77.8%)	4(22.2%)
8.	Administrative bottlenecks and bureaucracies	42(97.7%)	1(2.3%)	14(77.8%)	3(16.7%)
9.	Poor and ineffective communication system	36(83.7%)	6(13.9%)	8(44.4%)	10(55.6%)
10.	Bad leadership style	14(32.5%)	28(65.1%)	8(44.4%)	10(55.6%)
11.	Poor organizational structure	11(25.6%)	31(72.1%)	3(16.7%)	15(83.3%)

Table 4 described the problems and challenges to effective library management in the private and public university libraries. It was revealed that most of the respondents, 41(95.3%) from the public universities and 18(100.0%) from the private universities cited poor budgeting/inadequate funding of the library as one of the major problems confronting library management. Inadequate staffing was also cited by 43(100.0%) and 14(77.8%) of the respondents respectively. No fewer than 39(90.7%) and 14(77.8%) respondents from both the private and public universities respectively indicated complexity of library management due to new technologies. Only few of the respondents in both the private and public university libraries cited poor organizational structure.

Discussion of the Findings

The findings revealed that various management practices were in place in both the public and private university libraries just like in other organisations. These practices include but not limited to collection building and collection management, supervision, organisation of people and information resources, strategic management/planning, as well as planning. Others were – effective communication between superior and subordinates, development of work plans, and setting achievable goals. From the result, it was observed that the process of managing the information resources and services in public and private university libraries is very synonymous except in some cases where there are little variations. The study found that in both the private and public university libraries, there is always the collection development committee, while the libraries maintain separate vote for information resources. Apart from the print resources, the public and private university libraries also procure electronic resources to complement the printed materials.

The findings revealed the various human resources management practices in private and public university libraries. It was found that both the private and public university libraries have a lot in common as far as human resources management in libraries is concerned. The study established that all university libraries whether private or public strive to make provisions for adequate staffing, while there is potential growth and professional development for staff in the libraries. There is training opportunities for acquiring new responsibilities and encouragement for innovation; provisions for favorable conditions of work; mentoring of staff; promotion of staff as and when due; as well as disciplinary actions against misconducts.

The study established that library management in both private and public universities, no matter how best it is practiced has its shortcomings, although few differences may exist between the public and private institutions. Some of these problems are common to both types of institutions and they include - poor budgeting/inadequate funding of the library, inadequate staffing, rapid increase in cost of books,

periodicals and e-resources, high rate of inflation, as well as complexity of library management due to new technologies, and administrative bottlenecks and bureaucracies.

Conclusion

The only way by which the impact of university libraries can be felt in the larger academic community is when it is properly managed. However, university libraries today are faced with many obstacles to their success, in which rapid technological change has diminished their value as information providers. The bad economy also has a negative effect on the budgets with a double blow as they have reduced funds to purchase resources that are increasing in costs.

Recommendations

The following recommendations were made based on the findings of this study:

1. University libraries in southwest Nigeria need to device means to generate money internally in order to reduce the dependency and over-reliance on government for funds. This will help the libraries to complement whatever budget received from the government and university management for efficiency and effectiveness.
2. Human resource management in the Nigerian southwest university libraries should be made more effective and productive. As a result, provisions should be made for adequate staffing in the library where necessary. Overstretching the available library staff will automatically lead to reduced service delivery to the user community.
3. Efforts should be made to improve upon the quality of services rendered to the user community by investing heavily in new electronic services like Internet access, online databases, and Online Public Access Catalogue (OPAC).

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