

**MANAGEMENT OF UNIVERSITY LIBRARY SERVICES AND
UTILISATION OF INFORMATION AND COMMUNICATION
TECHNOLOGY (ICT) IN AKWA-IBOM AND CROSS RIVER STATES
NIGERIA**

By

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ABSTRACT

*This study investigated the relationship between management variables and the utilization of Information and Communication Technology (ICT) in University Libraries in Akwa-Ibom and Cross River States, Nigeria. Survey research design was adopted for the study using a total of one hundred and fifty (150) respondents. The selection was done through purposive sampling technique. Three hypotheses were generated to guide the study. Pearson product moment correlation analyses was employed to test the hypotheses under study. The result of the analysis revealed that, **organization of library services, coordination of library services and adequacy of funding have statistically significant relationship with the utilization of ICT in University libraries in Akwa-Ibom and Cross River States, Nigeria.** Based on the findings of the study, it was recommended that: there should be objectives and written policies to guide the utilization and maintenance of ICT; library staff and education planners should be properly trained in the use of ICT in library operations and educational services in the nation.*

KEY WORDS: Library Management, Universities, ICT Utilization

Introduction

The ultimate goal of management is to work for the welfare of man and the growth of the organisation. The individual saddled with responsibility is referred to as the manager. Managers make efforts to achieve the set goals of an organization by directing human activities with the help of other available resources. The managers are the activating elements that convert various disorganized resources and productive forces such as men, money, materials, machines and methods into useful enterprises, this integration is the cornerstone of managerial functions. Omirin and Olayinka (2007) considered the task of managing an organization to include, determination of the mission of the system and security of inputs. That is, organizational resources, transferring the input into product which is services, legitimization of organizational activities among others. Thus the manager who practices management moves the organization towards the attainment of its set goals and purposes by assigning activities that organizational members perform.

Management of Library as an organization is not different from what obtains in other organizations. The major difference that may be noticed is that libraries are service-oriented and not for profit making, especially as it concern the academic libraries. However, the not-for-profit nature of academic and most libraries cannot prevent the management team from achieving the desired goals. Adeyoyin (2011) opined that, the Library is one of the most important academic support services in any institution of learning and other relevant organizations. As a support system it has to be service-oriented, but results cannot be achieved in a vacuum, it has to be emphasized that the library's objectives are tailored to meet the goals of the parent institution. However, no effective management can be operated or library service rendered if objectives are not clearly formulated and well understood by both the library staff and library users. In the library, the librarian together with management staff plans together on how to achieve the set goals and objectives of the parent university through the achievement of its specific objectives.

The University libraries get their mission from that of the parent organization which is the University. They are thus influenced by the context in which that parent organization operates. The core function of the Universities according to Aguolu and Aguolu (2002) are: development of human resources for meeting manpower needs, provision of intellectual leadership, advancement of knowledge through research development oriented, pure and applied, conservation of knowledge, pursuit, promotion and dissemination of knowledge through teaching.

Statement of the problem

In Nigeria, very few studies regarding management of academic libraries and challenges associated with utilization of Information and Communication Technology (ICT) in University libraries are available. The few studies in this area that were obtained focused attention on issues concerning planning, and staffing as management variables, they paid attention to places that are predominantly outside Nigeria, while those within Nigeria paid attention to places that are totally outside the South-South geo-political zone of Nigeria. This development has made it very difficult, to have a clear picture of the existing relationships between the management of University libraries and utilization of ICT in these establishments.

Purpose of the study

The main purpose of this study therefore, is to examine the relationship between organization, coordination, and funding, in the management of library services and utilization of Information and Communication Technology (ICT) in University Libraries in Akwa – Ibom and Cross River States, Nigeria. Specifically, this study hopes to:

1. Determine the relationship between organisation of library services and the utilization of ICT in University Libraries in Akwa – Ibom and Cross River States, Nigeria,
2. Assess the relationship between co-ordination of library services and utilization of ICT in University libraries in Akwa – Ibom and Cross River States, Nigeria, and
3. Determine the relationship between funding of libraries and utilization of ICT in University libraries.

Literature Review

ICT is concerned with the storage, retrieval, manipulation, transmission or receipt of digital data. The data is transferred or communicated to people over long distances by electronic means. Ebijuwa(2005) define ICT as “tools and as well as means used for collection, capture, process, storage, transmission and dissemination of information”. The American Library Association (2000) defines IT as “the application of computers and other technologies to the acquisition, organization, storage, retrieval and dissemination of information. The computers used to process and store data, while telecommunications technology provides information communication tools, which make it possible for users to access databases

and link them to other computer networks at different locations. "IT and ICT are used somewhat interchangeably. The component of Information and Communication Technology are Computer, software, Internet, Intranet, Extranet, Modem, Mask among others.

In the Library set-up, ICT has brought about considerable improvement in information provision and dissemination. It has become cheaper to digitally store, process and access large amount of information at greater speed (Rana, 2011) ICT has controlled the information explosion 'bomb' to such an extent that it is now possible to obtain information from any library anywhere in the world regardless of the geographical positions of the user and the library. There is no need for any library to attempt to acquire hard copies of all publications. This is because, with suitable computer software, telecommunication equipment, memory facilities as well as input and output devices, a researcher in a remote outpost of civilization would be able to search the comprehensive electronic databases in the advanced developed economies, and be able to obtain needed information in electronic or hard copy format.

Applications of ICT are numerous but mainly it is used in converting the existing paper-print records in the entire process of storage, retrieval and dissemination. The electronic revolution is impacting seriously on the traditional role of the University library as an institution that collects, stores information, and makes it available to its user. In this age of internet, the electronic information sources are very accessible, reliable and high cost – effective, and that this is having an edge over print sources. However, it is important to note that the functional automation of a library and every activity there revolves around proper coordination. Koontz, Donnie and Weihrich (2002) asserted that coordination is also effectively achieved through the hierarchy of authority in the organization. The author argues that coordination encourages knowledgeable specialist staff to provide advice and assistance to the librarian and the entire management staff of the organization, also allows formal and information communications to be streamlined for effective management towards the utilization of ICT. The Management of the Library is the specific organ of modern institutions whose performance determine the performance and the survival of the institution.

Ifidon and Ifidon (2007) equally observed that supervisors in the library are the key communicators. This is Because the fact that library is departmentalized with supervisors. For each unit, the supervisor or coordinator communicates both up and down the hierarchy as well as with

the public which is the users. Hence, management is seen as getting things done through others or as a process of organizing and employing resources to accomplish pre-determined objectives. Management is responsible for the success or failure of an organization or any endeavour, or services. Librarians who are principally managers of human and non-human resources within the library set up are equally expected to perform managerial function such as Planning, organizing, staff, coordination, and giving leadership. To effectively adopt ICT in University libraries, institutions must develop clear mission statements and policies that incorporate the support of ICT use. It is important to note however that, ICT cannot on its own intervene and effectively influence library services. Its intervention, utilization, and sustenance must be properly planned, organized, and coordinated by the librarians. Usoro (2008) asserted that organizing is to aid in making objectives meaningful and to contribute to organizational efficiency. In the library, organizing take the form of assignment of responsibilities to staff in the different sections of the library.

Aina (2004) observed that Organizing involves identifying responsibilities to be performed, grouping responsibilities into department or division, and specifying organizational relationships. He further defines organizing as the process of establishing formal well-defined and co-ordinated structures of authority for the purpose of attainment of specific objectives. It must take into account delegation of authority and responsibility and span of control within supervisory units. Osai (2009) concurs by explaining that organizing is the grouping of activities in such a manner that organizational objectives are attained by the assignment of these activities to appropriate departments and the provision for authority and responsibility, delegation and coordination to achieve it. University libraries have clearly defined objectives which they must fulfill in order to justify their existence as "nerve centers" of University activities. The present authors submit that the potentials of the benefits derivable from the utilization of ICT in University libraries have not been fully realized in most of the higher institutions in Nigeria. Access to journals in an electronic library may be hampered by epileptic power supply which frustrates access. Akintunde (2007) equally observed that libraries which have claimed to be automated do not derive efficient services from the use of these automation facilities (ICT), either because of lack of basic components, such as computer network, internet and intranet, inadequate provision of funds, provision of obsolete ICT facilities, appropriate manpower, and high cost of maintaining the ICT facilities. Ndekwe (1991) remarked that it has become a common knowledge that institutions of higher learning in Nigeria are inadequately funded and thus, many services can no longer be adequately provided in

such institutions. The writer argues further that even when funds are available, they are grossly inadequate and concluded that the future trend of the utilization of ICT in Nigeria Universities libraries is not too difficult to predict. In a study conducted by Ugbogu and Okiy (2011) in Delta state on Sources of funds in Academic libraries in Delta State, Nigeria. The study employed *expost facto* design to investigate the sources of funds in academic libraries in Delta State. The population of this study consisted of the heads of libraries of higher institutions in Delta State - ten (10) librarians in all. Copies of the questionnaire were administered and collected personally from the 10 heads of libraries. The data collected were analysed by using frequency counts and percentages and it was revealed that the main source of funding in the libraries in this study is government subvention. They recommended that government should increase the amount allocated to libraries to enable them provide adequate resources and services. Hisle (2002) also stressed the important of adequate funding and budgeting if information sources are to be made available in the University libraries. It is worthy to mention that funding is the central and curial factor around which every other aspect of university library activities revolve.

In summing up, Haider (2007) in his study "library management scenario and management problems in Pakistani libraries" contends that, irrespective of the currency and adequacy of facilities provided in the libraries, management factors concerning the adoption of these facilities determine the level of success achievable.

Methods and procedures

Survey research design was utilized for this study because the study fundamentally sought the opinion and views of library staff in university libraries to determine the relationship between management variables under focus and the utilization of ICT in university libraries in Akwa – Ibom and Cross River States, Nigeria. The opinions of library staff are considered appropriate because of their strategic position in the management of the library and its services as well as their relevance in similar studies. Purposive sampling technique was used for the study. Purposive sampling technique is a type of sampling where the researcher consciously selects particular elements or subjects for addition in a study so as to make sure that the elements will have certain characteristics pertinent to the study. The 162 Librarians available (at the time of the study) in all the five university libraries located in the two states under study were used.

One hundred and fifty (150) of respondents who returned their copies of questionnaire were considered as having participated in the study. The five University libraries that were used are: University of Calabar Library, Cross River State University of Technology Library, University of Uyo library, Akwalbom State University, IkotAkpaden and Obong University Library, Etim Ekpo. The study equally based its judgement on information and details that were made available by these members of staff (Librarians) in the five libraries investigated. A well-structured and validated questionnaire was used to collect information from the subjects of the study. Two research assistants were equally recruited and trained to make data collection process much more efficient. The librarians were met individually in their offices during the office hours: A period of three days was allowed each of the librarians to attend to the questionnaire before going back to retrieve the questionnaire from them. Three research hypotheses were generated to guide the study. These are:

- (i) Organizing of library services does not significantly relate with the utilization of Information and ICT in University libraries in Akwa – Ibom and Cross River States, Nigeria.
- (ii) Coordination of library services does not significantly relate with the utilization of ICT in University libraries in Akwa – Ibom and Cross River States, Nigeria.
- (iii) Adequacy of Funding does not significantly relate with the utilization of ICT

Pearson product moment correlation analysis technique was used to analyze the data.

Results and Discussion

The results of this study are presented on the basis of each of the hypotheses set for the study.

- i) There is no significant relationship between the utilization of ICT in University libraries in Akwa-Ibom and Cross River States, Nigeria and Organizing of library services.

TABLE 1

Pearson product moment correlation analysis of the relationship between organizing of library services and the utilization of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria (N=150)

Variables	$\bar{x}$	SD	X Y	X^2 Y^2	XY	r
Organizing of library services (x)	17.48	1.75	2622	5787		
The utilization of Information and Communication Technology (ICT)	22.13	2.19	3320	7461	82663	0.48*

*Significant at .05 level, critical $r = .159$, $df = 148$

The result in Table 1 reveals that the calculated r – value of 0.48 is higher than the critical r -value of .159 at .05 level of significance with $N=148$ degrees of freedom. With this result the null hypothesis was rejected. This result therefore means that Organizing of library services has a significant relationship with the utilization of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria. The finding is in line with the views of Aina (2004) who reported that organizing involves identifying responsibilities to be performed, grouping responsibilities into department or division, and specifying organizational relationships, taking into account delegation of authority and responsibility and span of control within supervisory units. The arrangement is done by dividing the library into sections with each section made to be responsible for a particular service delivery and it make the user derive maximum benefits from their services. The deployment of ICT to help in making these jobs easier goes a long way to confirm the relevance, or relationship to organizing of services in the libraries.

The researcher equally observed that in some libraries like the University of Calabar Library, new divisions are been created by the librarian, where students, lecturers and all users sit for recreation (Newspaper, magazine among others). In addition, there is an information unit where all information and communication technology matters are handled. This findings support the finding of Osai (2009) that organizing is the grouping of activities in such a manner that organizational objectives are attained by the assignment of these activities to appropriate department. The scenario described above represent a typical environment where the success of the deployment of ICT into work schedule can be easily achieved.

However, this finding is at variance with the position taken by Usoro (2008) in his report that organization is the establishment of effective behavior relationship among persons, in such a way that they may work tougher efficiently and gain personal satisfaction in doing selected tasks under given environmental conditions, for the purpose of achieving the objectives of the institution. Proper organizing according to the author allows everyone to know what to do at stipulated time, and that, when duties are clear, performance improves and confusion and uncertainties are reduced. She went further to report that the librarian in charge of processing unit is expected to supervise his staff, making sure that they process all the newly acquired information sources both print and non-print as a way of organizing the library to help the divisions and units work together in the achievement of library's overall objective. His position may be understood and tolerated because of the fact that the submissions were made before the advent of information boom that was ably aided by the introduction of ICT to assist humanity in all aspects of human endeavor. The efficiency and other benefits associated with the intervention of ICT in the various services have rendered his views in the report cited as archaic.

- ii) There is no significant relationship between the utilization of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria and coordination of library services.

TABLE 2
Pearson product moment correlation analysis of the relationship
between Coordination of library services and the utilization of Information
and Communication Technology (ICT) in University libraries in Akwa-
Ibom and Cross River States, Nigeria (N=150)

			X	X ²	XY	R
Variables	$\bar{x}$	SD	Y	Y ²		
Coordination of library services	15.85	2.38	2378	4989		
The utilization of Information and Communication Technology (ICT)	22.13	2.19	3320	7461	79876	0.59*
		59				

*Significant at .05 level, critical $r = .159$, $df = 148$

The result in Table 2 reveals that the calculated r – value of 0.59 is higher than the critical r -value of .159 at .05 level of significance with $N=148$ degrees of freedom. With this result the null hypothesis was rejected. This result therefore means that Coordination of library services has a significant relationship with the utilization of ICT in University libraries in Akwa-Ibom and Cross River States, Nigeria. **The finding is in line with the views of Koontz, Donnie and Weihrich (2002)** who asserted that coordination is effectively achieved through the hierarchy of authority in the organization. In this situation it provides a well-defined, understood in advance means of handling organization problems or disagreement. Coordination encourages knowledgeable specialist staff to provide advice and assistance to the librarian and the entire management staff of the organization, also allows formal and informal communications to be streamlined for effective management towards the utilization of information and communication technology in the library.

The findings showed that majority of the respondents agreed that there is proper coordination of activities by management to improve University library, that the coordination of services in the library encouraged the participation in decision – making. Additionally, coordination of services commences at the early stage of planning and policy making and it is a continuous process in the University library. The findings also revealed that coordination helps in bringing committee members together through

stimulating communication, utilizing the various abilities in terms of knowledge of member, as well as facilities and infrastructures. The finding equally supported by the one made by Ifidon and Ifidon (2007) who reported that supervisors in the library are the key communicators. This is due to the fact that library is departmentalized with supervisors. For each unit, the supervisor or coordinator communicates both up and down the hierarchy as well as with the public which is the users.

This explained the utilization of Information and communication technology as encouraging prompt and easy flow of communication to all the departments/divisions and unit for the smooth workflow of the library services. The library is made up of many people who possess different skills and often provide services through several units. Coordinating thus provides interplay among these units in order to maintain a line of communication. It is believed that the larger the library the more the systems are developed and the importance of effective linking becomes more critical. If the library is well coordinated, with the emergence of information and communication technology it will be very easy to link all areas together through the local area network.

- iii) There is no significant relationship between the adoption of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria and Adequacy of Funding.

TABLE 3

Pearson product moment correlation analysis of the relationship between Adequacy of Funding and the utilization of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria (N=150)

Variables	$\bar{x}$	SD	X Y	X ² Y ²	XY	r
Adequacy of Funding (X)	17.94	1.19	2691	5997		
The utilization of Information and Communication Technology (ICT)	22.13	2.19	3320	7461	89876	0.57*

*Significant at .05 level, critical $r = .159$, $df = 148$

The result in Table 3 reveals that the calculated r – value of 0.57 is higher than the critical r -value of .159 at .05 level of significance with $N=148$ degrees of freedom. With this result the null hypothesis was rejected. This result implies that Adequacy of Funding has a significant relationship with the adoption of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria. **This finding is at variance with the views of Ndekwu (1991), and Idris (1998)** who remarked that it has become a common knowledge that institutions of higher learning in Nigeria are inadequately funded and thus, many services can no longer be adequately provided in such institutions. They argued further that even when funds are available, they are grossly inadequate. Funds are required for books and non-book resources, e-journals, have to be acquired and processed to make them available to users.

The importance of funding in providing quality library service cannot be overemphasized. It is the glue that holds the building, collection and staff together and allows the library to attain its goals. As such, money can be considered the soul of the library. They equally pointed out that Federal universities are still faced with inadequate funding from government. They also reported that national universities commission delays in the release of fund that all universities are victims of delayed releases in their approved grants from national universities commission.

The outcome of the finding of this study is in consonance with a similar study conducted by Ubogu, & Okiy, (2011) on the sources of funds in academic libraries. The findings revealed that the main source of funding in the libraries was government subvention. They recommended that government should increase the amount allocated to libraries to enable them provide adequate resources and services. Hisle (2002) stressed the important of adequate funding and budgeting if information sources are to be made available in the University libraries. It is worthy to mention that funding is the central and curial factor around which every other aspect of university library activities revolve. It is absolutely essential for a library to possess the resources that will enable it meet its goals. Beautiful building, well trained staff and modern information storage and retrieval systems can only be appreciated if excellent services are rendered to users. These services cannot be provided without adequate finance.

Conclusion

Based on the results of the study, the following conclusions were drawn: the adoption of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria is significantly high.

Organizing and Coordination of library services, have significant relationships with the utilization of Information and Communication Technology (ICT). Equally, adequacy of funding has significant relationship with the utilization of Information and Communication Technology (ICT) in University libraries in Akwa-Ibom and Cross River States, Nigeria.

Recommendations

On the basis of the conclusion drawn from this study, the following recommendations were made:

- 1) The university librarians should coordinate all the management variables adequately to ensure proper utilization of Information and Communication Technology in the university libraries by the student, lecturers as well as administrators.
- 2) University libraries should look more outside than inside their immediate environments and seek for grants to supplement their meager votes. Alternatively, as a matter of policy, the financial standard for university libraries should be reviewed upwards every five years, special grants be made available for the installation of ICT facilities in all university libraries so as to aid the educational planners in their decision making.
- 3) Seminar and workshop should be organized from time to time so as to create awareness to student, staff lecturers of the availability, accessibility and utilization of these facilities.

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