

Organization As a Managerial Variable: A Study of Financial Resource Provision In University Libraries in The North Central Zone of Nigeria

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Abstract

This paper examined the influence of the managerial variable of organization on the provision of library resources in university libraries in the North Central Zone of Nigeria. This study was guided by two research questions, what is the extent of financial resource provision in universities in the North Central Zone of Nigeria; and what is the influence of planning on the provision of library resources in universities in the North Central Zone of Nigeria? The sample population of the study was 124 comprising all the ninety nine librarians and all the twenty five chief and assistant chief library officers in the university libraries studied. The instruments for collecting data for this study were a researcher administered questionnaire and personal interview coupled with observation. The finding revealed that organization was found to have significant influence on the provision of financial resources. Recommendation for stakeholders in library and information science to organize various management training programmes for university librarians and other staff of the university library performing management functions was made among other.

Introduction

Financial resources, or simply funding, are critical library resource without which it is unimaginable how a library would survive and fulfill its mission. Funds enable the library to acquire books and journals, provide and maintain buildings and other types of infrastructure, hire and train staff and also do many things besides which enhance the library's goals. This underscores the importance of financial resources to the effective provision of library resources through which the university library renders effective services. Without financial resources, therefore, many if not all of the library's plans and programmes cannot be implemented. Financial resource provisions in Nigerian universities reveal inadequacies which manifest in diverse ways. For example, book and journal collections in both print and electronic versions are small, irrelevant and worn out; reading spaces are congested, not properly lighted and ill maintained; and library staff are few and insufficiently trained. (Ejiko, 1980; Bozimo, 1993; Raseroka, 1999; Agboola, 2000; and Sharma, 2009). What these inadequacies imply is that university libraries need to converge their resources such that the resources can interact optimally with themselves, in order to generate the desired services for users. The university libraries achieve this through their management which, according to Griffins (1999), is one critical factor influencing the provision of resources in university libraries. Management consists of various functions which include planning, organization, staffing, evaluation and control. (Connor 1978; Koontz and O' Donnell, 2002; and Ifidon and Ifidon, 2007). These functions of management are known as managerial variables,

which in reality are the elements by which management works.

Organization is the managerial variable that takes place immediately after the planning function is done, and involves the provision of the activities that have to be performed towards achieving the goals and objectives articulated in the plan. In libraries, the activities are usually arranged into departments or units that complement one another by their operation, while the structures of authority, power, accountability and responsibility within the library are clearly defined.

Statement of the Problem

Despite the importance of financial resources to the provision of effective library services in universities, it is observed that their quality and quantity leave much to be desired. Funding inadequacies characterize acquisition of books, subscription of journals and databases, provision and maintenance of buildings and equipment, as well as several issues associated with staff that are critical in combining the library's resources to generate services for library users. This situation negates the universities' mandate on teaching, learning and research, among others, and is often wholly attributed to funding inadequacies given that a library's funds can determine the scope and grade of its facilities, books and journals, and staff; yet common sense shows that merely throwing money at a problem does not always solve the problem. Low funding, therefore, cannot constitute a sufficient reason, as insight from studies and pre-research discussions with fellow librarians suggest. There are certain managerial variables that are inhibiting the effective provision of library resources

in the universities. These include organization. However, the lack of empirical evidence to support the suggestion prompted this study.

Research Questions

This study was guided by two research questions, namely, what is the extent of financial resource provision in universities in the North Central Zone of Nigeria; and, what is the influence of planning on the provision of library resources in universities in the North Central Zone of Nigeria?

The following null hypothesis was tested at 0.05 level of significance:

H₀1: Organization has no significant influence on the provision of financial resources in the universities under study.

Scope of the Study

The study is limited to four federal, six state and four private- owned university libraries functional before June 2012 in the North Central Zone of Nigeria, which is made up of six states: Benue, Kogi, Kwara, Nasarawa, Niger and Plateau States. (National Universities Commission, 2012). The study is further limited to the North Central Zone of Nigeria. In terms of content scope, it is concerned with the determination of the influence of the managerial variable of organization on the provision of library resources in universities in the North Central Zone of Nigeria. It is also delimited to the category of financial resources.

Review of related literature

Financial resources is a library resource which includes the library's budget and different sources of funds which accrue to the library and are used to pay for various costs such as those related to personnel, collections, equipment and services. According to Rosenberg (2001) funding is the means by which the university library pays the cost of different activities, including staff wages and personal emoluments; print and non- print books; journals subscriptions; purchase and maintenance of equipment; supplies; general overhead costs such as electricity and water bills; outsourcing, leasing and revenue generation; maintenance of buildings, and construction of new buildings. Understandably, several studies, like those by Ifidon (1990); Ochogwu, (2007), and Sharma, (2009) which furnish concerns about the low states of libraries particularly in terms of the unsatisfactory quality and quantity of their library resources, usually identify funding problems as the principal cause of the unsatisfactory situation. The rationale is that a library's funds can determine the scope and grade of

its physical facilities, books and journals, and staff. However, all these resources are enhanced with proper organization of the library's financial resources. Organization is the managerial function of designing and maintaining systems of roles. According to Stueart and Moran (1998), organization enables a library to divide the activities to be carried out in pursuance of set objectives by establishing horizontal specialization and vertical differentiation. Both horizontal specialization and vertical differentiation are necessary for an organization to be efficient and effective. Vertical differentiation involves creating a hierarchy of positions in the organization in which structuring authority, power, accountability and responsibility are clearly defined. On the other hand, horizontal specialization is generally departmentalized and concerns the creation of departments to perform specific tasks. For Aina (2004), such departmentalization could be by function, form or subject, and organization could also mean the allocation of input resources for specific tasks to ensure high productivity. Functional specialization prevails in a library when the library is departmentalized along the functions and activities of the library, thus giving rise to departments such as: acquisition, cataloguing, circulation, reference, reserve and accounts. In form specialization, departmentalization reflects the forms of information resources held. Form specialization arose due to increase in the number of non- book materials, hence a library could have a serials department, map department, Arabic department, manuscript department, etc. All the functions of the library are carried out by each department. Subject specialization on the other hand, is based upon the broad subjects offered in the institution, hence there could be: education library, law library, art library, engineering library, medical library, etc. Libraries usually combine these forms of departmentalization. Thus, in a particular library, there could be a reference library, a manuscript library, and a medical library.

Various empirical studies have been conducted on management and resource provision in university libraries, and made different recommendations towards improving different aspects of management and provision of resources in the libraries (Ngalla's, 2007; Usoro, 2008; Etuk, 2008; Ugwu, 2011, and Gwang, 2013).

Methodology

The research is an Ex post facto research designed to determine the influence of organization on the provision of library resources in universities in the North Central Zone of Nigeria. The area of the study is the North Central Zone of Nigeria which is one of the six geo-political zones created by the Federal Government of Nigeria. The zone consists of six states with as many as functional universities, at the time of the study, whose ownership cuts across federal, state and private authorities. The six states are Benue, Kogi, Kwara, Nasarawa, Niger and Plateau States.

The North Central Zone of Nigeria is found in Central Nigeria and forms the predominant portion of the geographical expression called the Middle Belt which, although lacking designated borders, constitutes a human geographical term encompassing the vast agricultural region of Central Nigeria stretching across the country longitudinally (Wikipedia). The Middle Belt in which the North Central Zone is located is a convergence of the principally Islamic Hausa North and the more secular Christian/Animist Igbo and Yoruba South. Domination of the minorities in Nigeria by the three major tribes in the country has usually gingered unity and political solidarity amongst the diverse peoples of the Middle Belt as exemplified by the emergence of the United Middle Belt Congress in the wake of Nigeria's political independence from Britain in 1960. The Middle Belt has played and continues to play a significant role in the unity and political development of Nigeria. The population for this

study is all the ninety nine librarians and all the twenty five chief and assistant chief library officers in the university libraries studied. Chief library officers and assistant chief library officers are included in the study because by virtue of their ranks in the library officer cadre, they also discharge some management functions especially at the middle and lower levels of management involving tasks carried out by staff other than professional librarians. The instruments for collecting data for this study were a researcher administered questionnaire and personal interview coupled with observation. Mean and Standard Deviation were used to answer research question 1 while Pearson's Product Moment Correlation Coefficient (PPMCC) was used to establish the relationships for research questions 2, while the method of testing the hypothesis was by multiple regression analysis in which the Statistical Package for the Social Sciences (SSPS) was used to test the null hypothesis at 0.05 level of significance. Table 1 above depicts the financial resource provision in the university libraries studied based on the researcher's observation and interview. Alternative funding, by way of linkages and donor support is strong in federal and private university libraries while the state university libraries depend almost solely upon government funding made up of mainly TETFund intervention and salaries paid by the State Governments. NOTE: a tick availability of resources while "T", denotes "Thousand" and "M" denotes "Million".

Results

The results of the study are summarized below according to the research questions used.

Extent of financial resource provision in universities in the North Central Zone of Nigeria

Data to provide the answers to the above research question are depicted in tables 1 and 2.

Table 1: Resources held by university studied

Name of university	FINANCIAL RESOURCES		
	N Budget	IGR	
University of Jos	45.5M	300T	✓
Univ. of Agric Makurdi	37.5M	135T	✓
Fed. Uni. Of Technology, Minna	39.5M	150T	✓
University of Ilorin	43.5M	189T	✓
Fed. University, Lafia			✓
Fed. University, Lokoja			✓
Benue State University, Makurdi	36.5M	38T	✓
Kogi State University, Anyiba	40.5M	65T	✓
Kwara State University, Ilorin	35.5M	29T	✓
IBB University, Lapai	38M	31T	✓
Nasarawa State Univ. Keffi	37M	29T	✓
Plateau State Uni. Bokkos	31.5M	1T	✓
Bingham Uni. Karu	9M	21T	✓
University of Mkar, Mkar. Benue State	5M	25T	✓
Al-Hikma University, Ilorin. Kwara State	6M	15T	✓
Salem University, Lokoja. Kogi State	10M	16T	✓

Table 2: Mean ratings of respondents on extent of financial resources

		Federal University Library (N= 55)		State University Library (N=41)		Private University Library (N=13)		Overall (N=)		Decision
		\bar{x}	SD	\bar{x}	SD	\bar{x}	SD	\bar{x}	SD	
	Financial resources	2.69	.590	2.24	.695	2.60	.586	2.36	.636	SE
29	Book vote	2.69	.879	2.49	.978	2.92	.760	2.64	.908	LE
30	Funds for subscription to journals	2.51	.836	2.37	1.13	2.92	.954	2.50	.978	LE
31	Funds for subscription to databases	2.27	.912	2.27	.949	2.62	1.044	2.31	.940	SE
32	Funds for purchase and maintenance of library equipment	2.33	.840	2.24	1.04	2.69	.855	2.34	.925	SE
33	Staff salaries and allowances	2.84	.898	2.41	.974	2.54	.877	2.64	.938	LE
34	Staff training and development	2.53	1.01	2.00	.866	2.23	.927	2.29	.975	SE
35	Funding support from donors	1.96	1.05	2.07	1.03	2.62	.870	2.08	1.04	SE
36	Internally generated revenue	1.98	1.02	2.10	.944	2.31	.751	2.06	.965	SE
	Human resources	2.32	.616	2.24	.604	2.15	.678	2.27	.615	SE
37	Trained librarians	2.83	.863	2.29	.844	2.08	.862	2.54	.901	LE
38	Staff of library officer cadre	2.80	.755	2.34	.693	2.38	.870	2.58	.773	LE
39	Staff of library assistant cadre	2.62	.828	2.56	.867	2.62	.870	2.60	.840	LE
40	Staff below rank of library assistant	2.53	.879	2.44	.896	2.31	.947	2.47	.888	SE
41	Professional staff other than librarians	2.29	.896	2.02	.880	1.69	.855	2.12	.900	SE
42	Messengers and clerical staff	2.16	.996	2.20	.980	2.08	.954	2.17	.977	SE
43	Security personnel	2.20	.911	2.49	1.003	2.15	1.144	2.30	.977	SE
44	Cleaners	2.15	.989	2.17	1.046	2.23	1.092	2.17	1.014	SE
45	Gardeners	1.89	.936	2.02	1.060	2.00	.913	1.95	.975	SE
46	Plumbers	1.74	.894	1.90	.900	2.00	.913	1.83	.895	SE

NOTE: VLE- Very Large Extent; LE- Large Extent; SE- Small Extent, VSE- Very Small Extent, SD- Standard Deviation, D- Decision. See APPENDIX VIII for Decision Mode

Table 2 presents the mean ratings of respondents on the extent of financial resources provided in libraries in universities in the North Central Zone of Nigeria. In fact, of all the issues of financial resources the only ones provided overall to a large extent are book vote (\bar{x} =2.64) and funds for journal subscription (\bar{x} =2.50). The specific details show that the federal university libraries make provisions to a large extent in respect of book vote (\bar{x} =2.69), funds for subscription to journals (\bar{x} =2.51), staff salaries and allowances (\bar{x} =2.84) as well as staff training and development (\bar{x} =2.53) but funds for subscription to databases exist only to a small extent (\bar{x} =2.27). Provision for financial resources is also available to a large extent among the private university libraries

studied with respect to book vote (\bar{x} =2.92), funds for subscription to academic journals (\bar{x} =2.92) and funds for subscription to databases (\bar{x} =2.62). The extent of provision in the private university libraries is however large for staff salaries and allowances (\bar{x} =2.54) but small for staff training and development (\bar{x} =2.23). An important observation is that none of the issues of financial resources is provided to a very large extent in any of the libraries in the universities under study. In fact, the respondents indicated that the provisions for financial resources in the state university libraries are available to a small extent for all the items 29- 36 given the mean ratings of 2.49, 2.49, 2.37, 2.24, 2.41, 2.00, 2.07 and 2.10 respectively.

Influence of Organization on the provision of library resources in the universities in the North Central Zone of Nigeria?

To provide answers to the above questions, the relevant data are presented in tables 3 and 4.

Table 3: Mean ratings on influence of organization on the provision of library resources

Type of Library	Factor	Mean	SD	Decision
Federal	Organization practised	3.0909	.70298	LE
	Financial resources	2.3886	.59057	SE
State	Organization practised	3.1610	.84672	LE
	Financial resources	2.2439	.69538	SE
Private	Organization practised	3.1692	.62100	LE
	Financial resources	2.6000	.58600	LE

Table 4: Correlation table on influence of organization on provision of financial resources

		Organization practised	Financial Resources
Organization practised	Pearson Correlation	1	.423**
	Sig. (2-tailed)		.000
	N	109	109
Financial resources	Pearson Correlation	.423**	1
	Sig. (2-tailed)	.000	
	N	109	109

HYPOTHESIS: There is no significant influence of organization on the provision of financial resources in universities in the North Central Zone of Nigeria.

Table 5: Standardised beta coefficients of influence of organization on library resource provisions

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.578	.369		4.280	.000
Financial resources	.406	.123	.346	3.296	.001

Moreover, the table shows that among the federal university libraries and state university libraries, the influence of organization on the provision of financial resources is only exhibited to a small extent (\bar{x} =2.39 and \bar{x} =2.24 respectively).

Table 4 above presents the correlation between organization and provision of financial resources for three classes of university libraries in the North Central Zone Nigeria, namely, federal university libraries, state university libraries and private university libraries. The statistics was tested at 0.05 level of significance. The table indicates that organization is significant on provision of financial resources ($P < 0.05$).

Table 5 shows the result of the regression analysis for testing the hypothesis which stated that organization has no significant influence on the provision of library resources in the universities under study. The hypothesis was tested with multiple regression analysis. The calculated t test shows that Financial Resources= 3.296 was obtained in the study at probability level of 0.05. The calculated standardised coefficient is shown as (B=0.346; $P > 0.001$). A significant observation of the table distribution indicates that financial resources, was statistically significant ($P > 0.001$). This means that organization as a managerial variable has a significant influence on the provision of financial resources in universities in the North Central Zone of Nigeria.

Findings

On the basis of the study, organization was found to have significant influence on the provision of financial resources. Private university libraries reap the greatest influence of organization on provision of their financial resources as nearly also do state university libraries and their federal counterparts.

Discussion of the findings

Findings of the study were discussed under extent of financial resource provision in the university libraries, and influence of organization on financial resource provision.

Extent of library resource provision in the university

Generally, financial resources were provided to a small extent by the university libraries. From observations of the university libraries studied and discussions with their university librarians, the funding inadequacies identified are linked certain variables like increases in the number of universities, and increases in user populations, particularly in federal and state universities, where student enrollment and university staff statistics have been rising without regard to available financial resources. This situation results in continuous stretching of the financial resources in the university libraries. However, all these revelations did not come as a surprise. Studies had shown that university libraries in poorly developed economies, including Nigeria, are perennially under serious pressure of provision of resources, of which provision of financial resources is key. This has resulted in poorly developed collections, inadequate infrastructural facilities and poor capacity building (Ochogwu, 2007; Sharma, 2009; Bozimo, 1993). The financial resource provision in the universities would have been worse, but for intervention by the Education Trust Fund (ETF), now Tertiary Education Trust Fund (TETFund), which provides funds for public- owned universities, among other public- owned tertiary institutions in Nigeria for users' prioritised projects, including library development projects such as provision of books, academic journals, ICT facilities and buildings. (Agunbiade, 2006).

Influence of organization on the provision of library resources

The results of the analysis in table 3 showed that organization has a significant influence on provision of financial resources in the North-Central Zone of Nigeria. These findings are encouraging because viewed against the backdrop of the provision of

financial resources in the university libraries which was found to exist to a small extent, proper organization of the financial resources is bound to become a matter of urgent necessity. Proper organization enhances provision and utilization of financial resources. Fortunately, librarians by training are known to have good organizational skills, which are critical for the functionality of libraries. These findings corroborate the earlier finding by Etuk (2008) who investigated the relationship between the managerial variables of planning, organizing, staffing, coordination and physical facilities and postgraduate theses availability. The study found that staffing, coordination, physical facilities and planning have a significant relationship with postgraduate theses availability and consequently recommended that attention be paid to organization and others by university librarians to make postgraduate theses available. Similar to this was Usoro's (2008) empirical research which was based on the assumption that organizing was so indispensable that effective library services could not be achieved without it. It subsequently concluded that the principle of organising supported the goals of the federal university libraries in South-South Zone, and resulted in availability and accessibility of their information resources.

Implications of the study

The results of the study show that whereas the managerial variable of organization was carried out to a large extent in university libraries, and organization was found to have a significant influence on the provision of financial resources in the university libraries in the North Central Zone of Nigeria, financial resources were generally provided only to a small extent. These results have implications for various stakeholders in library and information science. For researchers, it ought to trigger research interest in the influence of managerial variables on the provisions of financial resources especially in university libraries. Besides, the findings of this study have highlighted the desirability for on- the- job management training for practising librarians, chief library officers and assistant chief library officers all of whom perform management functions to varying degrees in university libraries. University librarians should expectedly take advantage of such implications and create in-house training activities specially designed for their management staff, so as to improve their management skills. The findings have also highlighted a prevailing low revenue generation internally and apparent apathy, especially among

public- owned university libraries, toward sourcing for external fund even in the face of funding challenges affecting the university libraries. The funding challenges which are more adverse in the state and private universities are also in tandem with the universities' levels of financial resource provision. This state of affairs should inspire the university libraries, especially those without significant and stable funding from their proprietors, to strengthen their management strategies toward attracting alternative funding locally and internationally, as well as boosting their sources of internally generated revenue.

Conclusion and Recommendations

This study showed interesting results on the influence of organization on provision of library resources in universities in the North Central Zone of Nigeria. Even though it was found that organization was exhibited to a large extent in three types of university libraries studied, the financial resources available were still inadequate, in the views of the university librarians. This may be attributable to the fact that organization was found not to have a significant influence on the provision of financial resources. What these findings therefore suggest is that university librarians should strategically manage their libraries for better results in the areas of allocation, development and provision of financial resources; they should be devoted to proper organization of their financial resources to enhance the capacities and capabilities of the university libraries in the North Central Zone of Nigeria.

Within the context of the findings and implications of this study, it is recommended that stakeholders in library and information science should sponsor research efforts on the influence of managerial variables on the provision of library resources in universities and other types of institutions in Nigeria; stakeholders in library and information science should organize various management training programmes for university librarians and other staff of the university library performing management functions, so as to equip them with management strategies for creatively boosting their libraries' alternative revenue sources, and schools of library and information science should strengthen the management contents of their curricular to equip their graduates for management functions in libraries.

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APPENDIX

INFLUENCE OF MANAGERIAL VARIABLES ON PROVISION OF LIBRARY RESOURCES IN UNIVERSITIES IN THE NORTH CENTRAL ZONE OF NIGERIA QUESTIONNAIRE (IMVOPQ)

Section A: Demographic Data (Please write down the answer).

Name of library-----

Appointment (Rank)-----

Highest academic certificate-----

Section B: Provision of Library Resources

Please indicate by a tick () the extent to which the library resources listed are provided in your library.

NOTE: VLE- Very Large Extent; LE- Large Extent; SE- Small Extent, VSE- Very Small Extent.

S/N	Provision of Library Resources	VLE	LE	SE	VSE
A	<i>To what extent are the following types of information resources provided in your library?</i>				
1	Printed books				
2	Printed journals				
3	Government documents				
4	Conference/ Seminar/ Workshop papers				
5	Research projects				
6	Maps				
7	Pictures				
8	Manuscripts				
9	Electronic documents (e.g. CD- Rom, Databases subscribed to.)				
10	Real objects (Realia)				
B	<i>To what extent are the following types of infrastructural resources provided in your library?</i>	VLE	LE	SE	VSE
11	Spaces for shelving				
12	Reading rooms				
13	Spaces for storage				
14	Office spaces				
15	Space for exhibition				
16	Toilets				
17	Reading tables				
18	Reading chairs				
19	Office furniture				
20	Computer systems				
21	Computer accessories				
22	Other ICT equipment e.g.				
23	Library shelves				
24	Photocopying machines				
25	Laminating machines				
26	Scanners				
27	Standby generators				
28	Bindery equipment				
C	<i>What is the extent to which the following aspects of financial resources are provided in your library?</i>	VLE	LE	SE	VSE
29	Book vote				
30	Funds for subscription to journals				
31	Funds for subscription to databases				
32	Funds for purchase and maintenance of library equipment				

33	Staff salaries and allowances				
34	Staff training and development				
35	Funding support from donors				
36	Internally generated revenue				
D	To what extent are the following types of human resources provided in your library?	VLE	LE	SE	VSE
37	Trained librarians				
38	Staff of the library officer cadre				
39	Staff of the library assistant cadre				
40	Staff below rank of library assistant				
41	Professional staff other than librarians				
42	Messengers and clerical staff				
43	Security personnel				
44	Cleaners				
45	Gardeners				
46	Plumbers				

Section C: Managerial Variables Practised

Please indicate by a tick () the status of the following managerial variables practised for the provision of library resources in your library.

<i>S/N</i>	<i>Status of Managerial Variables Practised</i>	<i>VLE</i>	<i>LE</i>	<i>SE</i>	<i>VSE</i>
A	To what extent is each of the following aspects of planning practised in your library	VLE	LE	SE	VSE
1	The library has a direction in which it wants to execute its activities				
2	The library has a projection of its means of achieving what it aspires to be in future				
3	The library has a plan to examine its environment to identify its inherent strengths, weaknesses, opportunities and threats				
4	Preparation of a collection development policy				
5	Developing a building programme which is like a road map that guides the architect as to its requirements				
6	Preparing a budget for personnel cost				
7	Library has a budget for buildings and equipment				
8	Developing a plan for generating internal revenue				
9	Developing a plan for attracting donor funds				
10	A policy is available on staff recruitment				
11	A policy is available on staff training and development				
12	Articulating conditions of service for its staff				
B	To what extent is each of the following aspects of organisation practised in your library?	VLE	LE	SE	VSE
13	The information materials are processed by means of cataloguing, classification, indexing and abstracting				
14	The information materials are grouped according to their formats				
15	The library practises a subject arrangement				
16	The library building is centrally located in the university to achieve fair access to it from lecture areas, laboratories and hostels				
17	Library budget is done under different sub- heads				
18	Assignment of tasks is done according to the skills, experiences and competencies of the staff				
19	Schedules of duty are designed for the staff				
20	The structure of authority in the library is clearly defined				

21	Library has a clear structure of authority and responsibility for the staff				
22	There is communication to the staff about things which staff need to know as it affects their duties				
C	<i>To what extent is each of the following aspects of evaluation practised in your library?</i>	VLE	LE	SE	VSE
23	Evaluation of the information materials				
24	Appraisal of library processes like those of organization of knowledge, lending and security				
25	Appraisal to ascertain the quality and quantity of library outputs in the context of the library's goals				
26	Appraisal to determine the adequacy of the library's inputs for the library's activities				
27	Appraisal to determine the effectiveness of library processes				
28	An examination of the library's environment so as to help highlight its strengths, weaknesses, opportunities and threats				
29	Appraisal of the library buildings to ascertain their adequacy				
30	Appraisal of the library equipment to determine its adequacy				