

PERSONAL ADMINISTRATION IN YOBE STATE UNIVERSITY DAMATURU LIBRARY (YSU LIB)

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ABSTRACT

The evolution of the Library is traced. The organization of the Library and its objective were examined. Both documentary and survey methods were used for the collection of data. Structured interview was administered to the University librarian, heads of divisions and other library staff. The finding of the study revealed that majority of the library staff are library officers and hardworking experience. Majority of the staff were male and also study indicated that most activities about personnel is handle by the acting librarian and they are not practicing one system of leadership style in the library. Based on findings of the study some recommendation was offered, among them are personnel have to be taken seriously in order to make staff productive and provide proper accommodation for its staff. The style of administration should be strictly followed. The relationship between staff should known.

INTRODUCTION

Yobe State University, Damaturu was established in 2006 by virtue of the National University Commission. The institution took off with 6 six academic departments which has gradually expanded over the years. The take over which became effective by providing the University with facilities such as Library, laboratories, office equipment. The library was established along with the University. The aims and objectives of the Yobe State University, Damaturu library as stated in student's handbook. Include the following:

1. It conserved knowledge, ideas and organized them systematically for consumption to users.
2. It helps to revitalize the knowledge and idea conserved.
3. It records information for both staff and students of the polytechnic as well as the students to have opportunities for independent work through the materials in the collection.
4. It helps the staff of the institution to interpret the result of their investigations to the society through external-moral classes
5. To disseminate existing and now knowledge

STATEMENT OF THE PROBLEM

A library depends on it staff for the provision of adequate services to the users. The staff there fore should be professionally qualified experience and adequate in order to perform the duties for which they are responsible. Many libraries have suffered both in collection development and provision of service because of the inadequacies of professionally trained and experienced staff.

It is against this background that this study was embarked upon in order to examine the extent to which personal management policies would help in the adequate management and provision of services to users in the Yobe State University, Damaturu library.

OBJECTIVES OF THE STUDY

The objective of the study is:

1. To assess the policies for staff recruitment and selection in the Yobe State University library.
2. To asses thee staff development programmes in the Yobe State University library.
3. To assess the types of staff welfare and motivation programmes in the Yobe State University library.

4. To examine the type of leadership style in the Yobe State University Library.

RESEARCH QUESTIONS

Among the questions the study aims at answering are the following: -

1. What are the policies for staff recruitment and selection in the Yobe State University library?
2. What are the staff development programmes in the Yobe State University library?
3. What are the types of staff welfare and motivation programmes in the Yobe State University library.
4. What are the leadership style practices in the Yobe State University library.

DEFINITION OF TERMS MANAGEMENT

Management administration planning, supervision; means directing, controlling etc. management involves elements of planning, organizing, directing, communicating, decision-making, problem-solving, human relations and control management refers to or implies the process by which a co-operative group directs action towards achieving common goals.

PERSONNEL

Personnel administration in this study refers to the overall management of human resources in the Yobe State University Damaturu library for the maximum utilization of the library resources and services.

ACADEMIC LIBRARY

An academic library in this study refers to libraries established in tertiary institution such as university, colleges of education and polytechnic. Academic library is the type of library found in tertiary institution established to support all academic activities pursuit of students and faculty members and those allowed access to the services provided by the library. Academic library is that type of library situated in academic institutions to support the learning teaching, research and all the academic activities in the universities.

SIGNIFICANCE OF THE STUDY

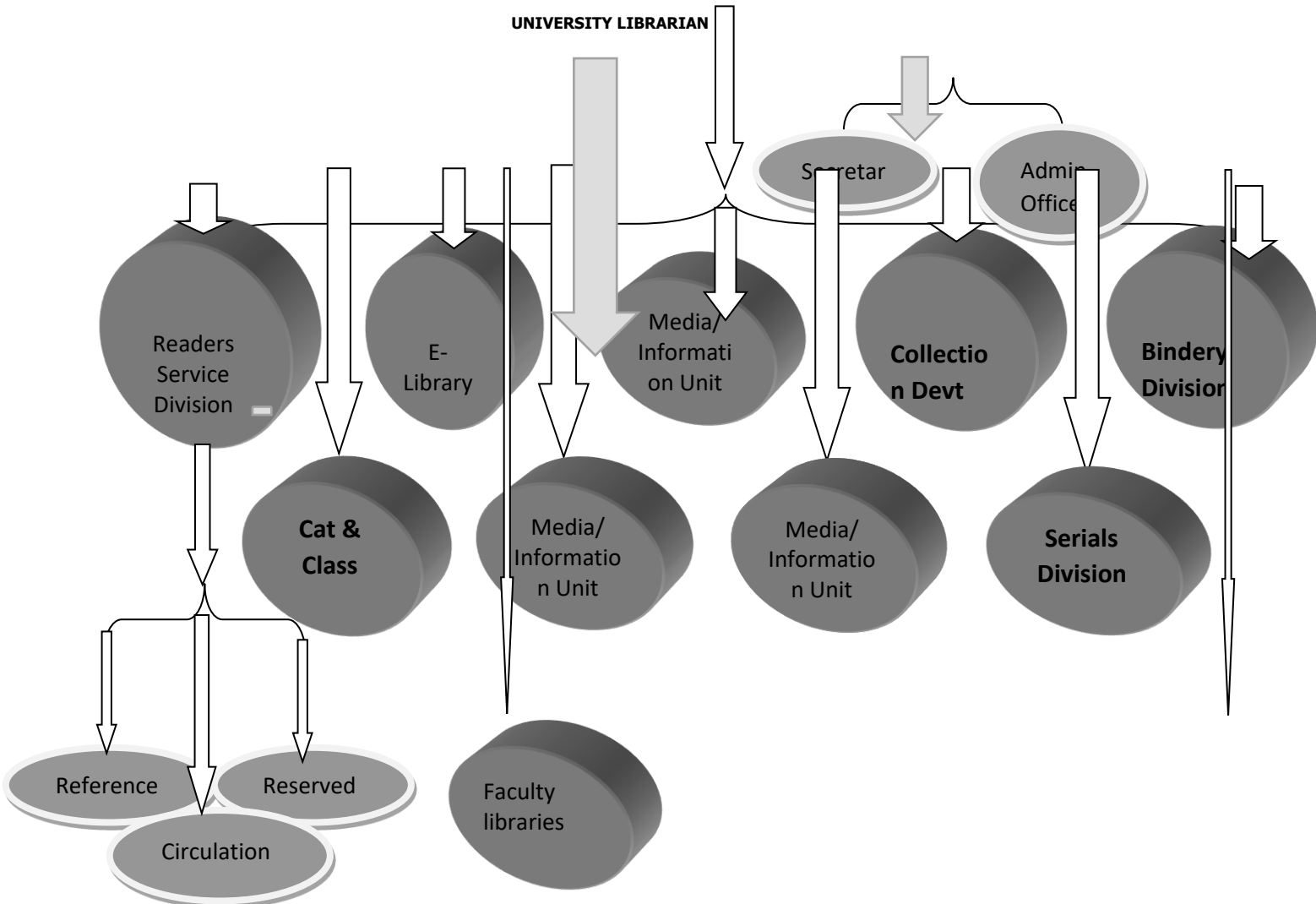
This study was attempt to bring together some scattered data concerning the stating situation and personnel administration of the Yobe State University Damaturu library. As stated personnel administration means the work of creating and maintaining favorable environment involves the integrated use of human technical and economics resource of achieving goals.

Personnel management is essential in any organization. Whether public or private in order to achieve its goals, therefore the study would be useful to the library administration in evaluating its personnel in the library, which will in turn improve the quality of services in the library.

SCOPE AND LIMITATION

The study is limited to the personnel administration in the library. of study include job descriptions staff recruitment and selection performance evaluation, promotion condition of service to staff development programmes in-service training, conference workshop services and research grants.

YOBE STATE UNIVERSITY LIBRARY ORGANIZATIONAL CHART



LITERATURE REVIEW

Numerous literatures are available on the staffing and personnel administration of Nigeria academic libraries. Koontz and Donnel (1992) defined management as "the creation and maintenance of an internal environment in an enterprise when individuals working together in groups can perform efficiently and effectively toward the attainment of group goals"

Management is a term commonly used to describe the process by which a person continues to achieve a desired objective despite the limitations imposed upon him. We refer to someone "making do" with facilities at his disposal. This popular usage of the word manages springs from a characteristic of all managerial activities, namely, that affairs be so arranged by the manager that result he desires is likely to be achieved by the uses of the resources available to him.

Numerous literatures are available on the staffing and personnel administration in Nigeria academic libraries. Writing on factors influencing professional manpower supply for libraries in developing countries. Particularly the course of Nigeria. Nzotta (1996) argues that the library administration should while recruiting device methods of retraining them. He says "library management should aim at not only recruiting the most suitable personnel for their services, but also

retraining them". Then he continued to suggest methods of accomplishing that by saying, "in that case the knowledge of the social origin of parental backgrounds of libraries becomes useful in alighting the personnel policies and practices of libraries to career aspiration of individual's librarian.

When this happens librarians would be able to identify themselves with the objectives of their employers or institution.

Thus, they would be able to offer optimum services while at the sometime deriving maximum job satisfaction from their work. Thus is the foundation of effective man - power planning.

Writing on library personnel management Herbert (1995) use it as a tool to help with the practical problems of personnel management in the library on the issue of recruitment he says that "it appears obvious that the process of recruitment and selection must follow the identification and description of the position to be filled yet sometimes that step is not taken". Libraries are among the organizations for which sharp and often unbridgeable distinction exist between professional and clerical employees. In such a setting the first task in the recruitment process is to identify the kind of need that exist and the requirements a prospective employee must satisfy. The relationship is not as simple as it might appear organizational goals, objectives, strategies and programmes lead to the of what vacant positions that need to be filled. It is necessary to know who is going to do what, when and to what standard.

In the hiring process managers should be looking for people to fit tasks and not adapting tasks to what people would like or are able to do.

Evans (2006) states that "one prerequisite for a successful pattern is the development of clear adequate job descriptions and the establishment of position. Every position should be classifying unto a category and the relationship of the categories of employment to one another defined clearly" he maintains that this is so because librarians are nowadays struggling with the problem of classification a good example is the relationship between the Library Assistants and the library attendants or the library Officers and Assistant Librarians. The job description of these cadres of staff overlap, therefore one would find a lot of confusion in different libraries, over who is responsible. For what. In the same book. Evan emphasized the important aspect of the staff development and administration. He maintains that a new employee should be trained on the job immediately, because " Any new employee regardless of previous training and experience feels a little strange and lost upon starting work in a new organization".

The training should be well planned, for a whether the training is done individually or in groups; there should be a clear cut plan and sequence through which the trainee is taken.

On leadership, supervision and decision making process, there is the need to establish goals, articulate them through objectives and implement them through specification programmes and strategies essential for the success of any organization

Herbert (1985) emphasizes that authority should be used sparingly and cautiously, because the injunction "do it because I told you to "is sometimes necessary. However, it suggests that more appropriate sources of authority have failed. The subordinate is fully aware of the supervisions right to order compliance, but that authority is accepted represent and willingly. If an opportunity exists to prove the supervisor wrong is issuing the order, the subordinates will find it.

Based on his point staff management in library and information works, which was specifically designed to provide a basis for courses in librarianship as well as a working guide for library and information managers. The first chapter analysis at the background against which staff management takes place, covering changes in the environment arising from new technologies and from development in employment, legislation and industrial relations. He further emphasizes that "survey of job satisfaction are examined to discover what factors are likely to motivate librarians at work. At each stage, the author illustrates management theories and techniques by reference to practical application in academic, public and special libraries. He believes that managers should be viewed as a seamless web a change in one of the system affecting other parts. Again on staff development, they believe that the development of individual's ability to work together effectively lies on the heart of a good personnel manager. It is the means by which a library is able to progress and achieve its aims.

On leadership, authority and decision making, Cowly (1982) stresses how the management of libraries twenty (20) years ago was based thoroughly on autocratic or paternalistic style which was successfully enough in its day.

In his article, staffing in Nigerian universities, Aguolu (1982) observed that "the performance of an individual at work in an organization is a function of certain characteristics of the individual including his knowledge, skills, motivation, attitudes and certain aspects of the environment situation which includes the nature of his job, the rewards associated with his performance and the leadership provided for him". Among these characteristics are many and complex, it is therefore important for the management to identify these characteristics and interrelationships in order to improve and organize human effort.

Evans (2006), stress the importance of job description and the of each job to one another as one of the prerequisites of personnel management and development. He further pointed out that each job should be clearly defined and their relationship should be outlined categorically, in his book library management defined job description as: - A written statement prepared by the administration describing the task that can employee is to perform, defining the relationship of the job and the employee to other units of the institution experience and special skills required in the job. "it may indeed have benefits for the organization although this is not as automatic as some behavioral scientist would have believed. It is also good to bear in mind that in spite of the desirability of promoting career development programmes, it would be a mistake to force them on everyone on motivation, for continuing education, he emphasizes on the carrot (inducement) and stick (threat).

However, still on staff training Cowly (1982) in his book personnel management in libraries contributes that staff training and development process required fine balances of judgment between the aspirations of the individual and the needs of the organization staff development required money, time and particularly in a hard economic climate, it is necessary to consider the impact of release for work and the level of finance needed to support the development activities.

On motivation, Rooks (1997) in her book motivating today library staff based on her findings on the premises that most library managers and supervisors want to motivate their employees be productive, contributing members of the organization, it is general, also by her perception that problems of how to motivate employees is an age old dilemma. (History) she says "has provided us with a long list of techniques and methods used in motivation with various degrees of success. Yet, despite many years of experience, we do not yet fully understand exactly how to motivate employee. There is no magic formula that will transform dissatisfied individuals into motivated, dedicated and productive employees. Job satisfaction is affected individual values expectations which may vary with age, gender, occupational level and social groups. In addition, effective programmes of employee motivation yield benefits for the employee, the manager and the organization. Library major supervisors have the tool to produce high levels of job satisfaction for all library employees. Motivation performance and job satisfaction in libraries traces the course of job satisfaction among librarians to be "lack of proper motivation". maintain the same stand with at same time taking cognizance of the relationship of the worker and his work place.

Looking at the Nigerian worker why he remains employed Ubeku (1975) in his book - personnel management in Nigeria - observes that we must recognize the larger family responsibility which are attached

to a wages and salary earner in Nigeria. While one is aware of the social services found in Europe and America, which tend to play down the importance of wages and salary earner in Nigeria. Well one is aware of the social services found in Europe which tend to play down the wages and salaries as motivating factors there is no doubt that in Nigerian context it has a larger motivation element in it. Library personnel should accurate job related competence which includes knowledge skills attitude and behaviours enabling them to better serve the clientele of the library.

Personnel administration is a basic function of management: unless it is effectively carried out by all members of line management, technical efficiency is inadequate to achieve organizational success, entailing responsibility for the effective and economic planning and regulation of the operation of an enterprise in fulfilment of a given task.

Personnel management also called man power management has been defined by the encyclopedia American as the "Pursuance of policies geared towards the maintenance of a creative work force which includes development of human recourse.

Aguolu (1982) observes that "the performance of an individual at work in an organization is a function of certain characteristic of the individual including his knowledge, skill motivation attitudes and certain aspects of the environmental situation which includes the nature of his job, the rewards associated with his performance and the leadership provided for him.

Dipeolu (1990) includes that training is one of the effective instruments of personnel development in his article" the training and evaluation of personnel in African academic libraries he argues that the training is needed for both those in top hierarchy and para-professionals because. That the fact that one has reached the top of the profession does not necessarily imply the end of all training in the field of administration new management techniques have been devised".

Management or administration is all about, determination of the objectives to be achieved. Creating the most effective organizational structure, realistic budgeting, recruitment and effective use of the right sets of personnel and coordination and overall direction and control.

Personnel management taken care of the well fare of staff in an organization, personnel managers are therefore expected to ensure that workers' rights and interest are protected because they are the life wires of the organization.

METHODOLOGY

This is a systematic procedure or technique of enquiry employed to a particular study. Nwana (1981) defines research methodology as "The process of finding out the situation to the problem arriving at a dependable solution through planned and systematic collection analysis and interpretation of data".

RESEARCH DESIGNED

The survey research design will be used for this study. According to Olanlokun (1993) survey research means "A research design which is based on a selection of random or other kinds of samples from large or small population to obtain empirical knowledge of a contemporary nature"

Various techniques are used to carry out survey research. For example, questionnaire, interview, observation, documentary sources and on. The researcher may decide to use one or more techniques to collect accurate data necessary for the research.

POPULATION AND SAMPLE

The target population of the study include Ag. Librarian, senior staff and Para-professional staff. Also a sample of random sampling techniques will be use to obtain the sample population.

DATA COLLECTION INSTRUMENT

For the purpose of this research the following instruments would be used

- a. Interview
- b. Observation
- c. Documentation

Interview is good tools for collecting requisite data to research projects especially the survey research method. Verbal communication facilitated by interviews with the research subject brings about comprehensive response to question the interview will be conducted with the librarian and other staff.

Under observation, the researcher is indeed fortunate to be a staff of the institution. Therefore, she got the opportunity to observed so many things and has collected firsthand information on the management of the library.

Documentary sources are also used to collect data required for this- study. The documentary sources could be published books journals, articles like student's handbook, Library Administration Manual and Criteria for the Appointments Appraisal and Promotion of Yobe State university.

METHOD OF DATA ANALYSIS

No research project can be meaningful unless the data collected has been analyzed and interpreted. Various techniques are used to analyzed data for easy interpretation and conclusion. Therefore, for the purpose of this research work, use of table for presentation of result and narrative method of analysis would be employed which depends mainly on the kinds of data collection

DATA PRESENTATION AND ANALYSIS OF FINDINGS

This chapter deals with the data presentation and analysis of the findings.

Section A deals with the analysis of data on staff it was interpreted using frequency counts and percentages presented a tables. While section B deals with Oral interview conducted with the librarian of Yobe State University Damaturu Library.

ANALYSIS OF DATA ON STAFF

Twenty staff were interviewed representing one hundred (100%) response rate.

Biographic information of the Respondents.

TABLE 4.1 GENDER OF THE RESPONDENTS

Gender	Frequency	Percentage
Male	12	60%
Female	8	40%
Total	20	100%

Table 4.1 shows that majority twelve (60%) of the respondents are male while the remaining Eight (40%) were female. In terms of the respondent's qualification one respondent have Masters in Library Science, two of the respondents hold Bachelor Degree in Library Science. Five hold secondary School/Teachers Grade two certificates. respondents are Diploma holders while the remaining respondents hold Secondary School Teachers Grade two certificates.

TABLE 4.2 WORKING EXPERIENCES OF RESPONDENTS.

	Frequency	Percentage
1 – 4 years	2	10%
5 – 8 years	2	10%
9 – 12 years	7	35%
13 – 16 years	4	20%
17 – 20	5	25%
Total	20	100%

Table 4.2 shows that two (10%) respondents served between 1-4 years two also served the Library from 5-8 years, seven (35%) served between 9-12 years. Four (20%) of the respondents served the Library from 13-17 years and finally (25%) respondents Served in the Library for 17-20 years.

TABLE 4.3 RANK/STATUS OF THE RESPONDENTS

	Frequency	Percentage
Acting Librarian	1	5%
Deputy Librarian	1	5%
Senior Librarian Officer	6	30%
Librarian Officer	8	40%
Librarian assistant	2	10%
Others	2	10%
Total	20	100%

Table 4.3 shows that majority eight (40%) of the respondents are library I officers, two (10%) respondents are library assistants and two are others. One (5%) respondent is a librarian one (5%) respondent (10%) is the deputy librarian, six (30%) respondents are Senior Library Officers.

Research Question One:

What are the policies for staff recruitment and selection in the Yobe State University Damaturu library?

The result of the interview showed that, the library recruits its staff through direct application in this method prospective candidate submitted their application to the Library which are later on channeled through the Registry department. The applicant may be graduates completing their National Youth Service or staff from other libraries. They could be Professionals, Para-professionals or belong to the supportive cadre.

And method is absorption of NYSC members who serve in the library during their primary assignment. The library may after finding out that an NYSC who served in the Library is competent enough would be absorbed as a full member of staff. This is not automatic, though because the candidates have to formally apply through the Registry department interviewed and appointed. Also method of recruiting staff from Yobe State University Damaturu Library is done through newspaper advertisement, a list of the required number of staff, indicate each cadre needed and contact the Registry. The Registry Scrutinizing the list and adjusting it to the budget allocated to the Library put on advertisement in the newspapers which has the highest circulation in the country. The choice of such a newspaper is done with the intention of giving the advertisements candidates may apply. The data found in the advertisement are the post to a wide publicity so that adequate number of suitable candidates may apply. The data found in the advertisement are post to be applied for, qualification of the prospective applicant, Salary to be earned, curriculum vitae of the applicant and the closing date for receiving application. On the curriculum vitae the applicant is expected to state clearly his Qualification, Working experience, Nationality, Marital Status. However, the post advertise for are those of professional and Para- professional staff.

Transfer from Other Department of the University

This method is restricted to the supportive staff such as library Assistant, library attendants, and clerical staff. This is because this cadre of staff does not usually have any training in library work and they may have attained primary level (for attendants) and post primary level (for assistance) if the library contacts the Registry Department for the recruitment of such staff the Registry may look around the department to find out those departments who have surplus numbers of such staff. The Registry therefore transfers any surplus staff to the Library.

Research Question Two:

What are the staff development programmes in the Yobe State University Damaturu?

The responsible indicated that staff development is through training. Training is one of the important method by which Yobe State University library develops its staff.

The library pursues this method at level of staff. There are two types of training that are widely used by the University in training its staff.

- i. Training outside
- ii. Internal training programmes

Training outside:

This type of training is enjoyed by all cadre of staff that is, professional, Para-professional and other supportive staff. The library encourages its member of staff as much as possible to improve themselves. They are given fellowship to study in any universities and other higher institution. The professionals are usually allowed to pursue for second degree, the Para-professionals to pursue their first degree and other supportive staff to pursue Diploma and

certificate, other outside training available to the library staff are those organized by professional bodies like the Nigerian Library Association. This is usually applying to the supportive staff to enable them cope up with jobs.

There is always an advantage in the training outside because staff would return equipped with new Ideas, unlike those trained on the job who are familiar only with job obtained in the library.

Internal Training programme in addition to the outside training there is the internal programme which is organized for library assistant and library Attendants. This is done with the intention to familiarize the staff with the type of service they are expected to render. Staff attend lectures while they are on the job and during the office hours.

This junior staff training programme became a part of the schedule of the Deputy University Librarian. It was he who had to work out the syllables for the programme.

The training programme has some purposes as follows:

- (1) To enable the junior staff to know and understand library procedures,
- (2) To enable staff to know and he will be able to interprets library terms.
- (3) To improve library service through such training.
- (4) To provide the beneficiaries with non-academic qualification for promotion.

This arrangement implies that the library Attendants would attends the library assistants course and library assistants would attend the senior library assistants course. If successfully this will provide the beneficiaries with chance of promotion to the next grade.

Research Question Three:

What are the types of staff well fare and motivation programmes in the library?

To answer this question, present the result of data collected from the respondents.

Responses	Frequency	Percentage
Yes	20	100%
No	0	0%
Total	20	100%

Table 4.4 above shows that twenty (100%) respondents responded that there are respondents responded that there is promotion and other motivational programmes in the library. Furthermore, when asked whether programme is not strictly followed? Twelve (60%) respondents indicated the programme is not strictly followed due to lack of adequate promotion forms which are distributed yearly in the Office.

Research Question Four:

What are the other motivational programmes in the library for its staff? How does it carry out for the promotion and other incentives? Motivation for members of staff as well as developing the adequate number of staff it needs. The promotion is done at two levels, that is the senior and the Junior staff levels respectively. This venue for staff development cannot be exploited fully by the library since it involves all the other departments in the University. The University therefore, places some restriction which make it not possible for all the staff recommended for promotion to get through. For example, in the condition of service for senior staff promotion are usually made subject to a vacancy and provision in the current University estimates but a promotion may be made to an unestablished post provided that such promotion shall be made personal to the incumbent and, provided further that such post shall be established at the next budget exercise. This applies not only to the senior staff but also the Junior staff because Promotion to a higher post, whether accelerated or not shall be subject to a vacancy in the higher grade and financial provision in current estimates to meet the cost.

Other motivational programmes, there are some incentives which are provided in the conditions of services both for senior and junior staff which act as motivations to keep staff. These things range from annual leave and its allowances. Advances for the purchase of motor vehicles,

salary and accommodation. In addition to those there are allowances like the baggage or removal allowances for the senior staff on assumption of duty. For the junior staff there are kilometer allowance for using private vehicles on official assignment.

Research Question Five

What are the leadership style practice in the Yobe State University Damaturu Library?

Leadership Style	Frequency	Percentage
Autocratic	7	35%
Democratic	9	45%
All of the above	4	4%
Total	20	100%

Table 4.5 shows that majority nine (45%) of the respondents agreed that the leadership style practice in the library is Democratic system of while seven (35%) said autocratic style and four (20%) agreed that both the system are practice, because they don't participate in decision making, and sometime they hold their meeting together.

SUMMARY OF FINDING

The finding of the study revealed that majority of the respondents are library officers (Para-Professional staff). Majority of had working experience ranging from 19-12 years in the service. Majority of the staff were Male. The result of the study indicated that most of the activities about personnel is handle by the acting librarian and his deputy.

The study revealed that most of the staff are not qualified librarians, they are Para-professional officers.

The study has also revealed that most of the administrators are practicing one system of leadership style in the library.

DISCUSSION

The main objective of this study was to find out the policies for stall recruitment and selection in the Yobe State University library. To achieve this objective, the study examined various activities in the University library. Staff can be recruited through various ways such as direct employment, through newspaper, advertisement transfer from other department, absorption of NYSC members.

The result of the study also revealed that staff development in the University library was through training that is internal and outside training. The library sends its staff members for outside training in high institution in the country. Also, the library itself organize internal training for the junior staff.

The result of the study also has indicated that the types of staff welfare and motivation programme in the University library was mainly in form of promotion that is on annual bases when you are due for it. And other motivation process like loan allowances, Medical bills are given to members of staff. The study has also revealed that the leadership style of the library is a combination of one or two style of leadership.

SUMMARY CONCLUSION AND FINDINGS

The main objective of this study is to examine the personnel management in the University library. Both documentarily and interview methods were used in the study, interview were held with the librarian, heads of division and the library staff, also personal observation to library.

The study consists of five chapters. The first chapter deals with background information on the University library, its aims and objectives and definition of terms, chapter two (2) about literary review on the staffing and personnel administration of Nigeria academic libraries. While chapter four (4) was data analysis and interpretation of the findings the study. Chapter five (5) dealt with the summary of the study, conclusion drawn based on the findings and some recommendations offered

on how to improve the problem of personnel management /administration in Yobe State University library.

CONCLUSION

Based on the findings of the study the following conclusion are drawn the University library does not have single method of recruiting of its staff. And their staff development is training (internal and outside) also the library organizes its annual programmes such as conference, seminars, workshops for its staff. The University library is doing well in terms of developing its staff members for effective and efficient provision of services to its numerous students and staff in order to meet their information needs.

RECOMMENDATIONS

Best on the findings of the study and conclusion, the following recommendation are made. In the organization personnel management have to be taken seriously in order for the staff to productive because lack of proper motivation and management of personnel would lead to a low morale among staff members.

The library should provide proper accommodation for its staff. The effectiveness of every library administrator needed.

The style of administration (leadership style) should be strictly followed and maintained.

There is the need to strengthen the link, or relationship between the senior and junior staff of the library and every staff should know his/her duty for effective and efficient provision of library services to its users.

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