



Challenges of Human Resources Management in Nigerian University Libraries: A Case Study of Ekiti State University Library, Ado-Ekiti

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ABSTRACT

The study examines the challenges of human resources management in the library. Survey research was adopted for the study; questionnaire was used to elicit information from 32 staff of the Ekiti State University Library selected using simple random sampling techniques. Data were analysed using simple percentage and frequency count. The findings revealed that method of recruitment of staff in Ekiti State University Library is through the placement of advertisement either internal or external and sometimes applicants need to know people in government or senior official of the University before getting job. It was found that Ekiti State University Library is committed to training and retraining of the staff through seminar, workshop on-the-job training, Library school courses among others, staff were being promoted every three years if they don't have query in their files. Remuneration in form of salary and fringe benefit in Ekiti State University is satisfactory. Challenges of human resources management in Ekiti State University Library ranges from increase in education level, technological advances, inadequate funding, mobility of professional personnel, lack of facilities to train, increasing aspirations of employees to changes in political environment among others.

Key words: Human resource management, Library administration, Challenges, Library Staff, University

INTRODUCTION

The role of human resources in any organization either public or private cannot be overemphasized. Indeed is one of the most important factors of production. Advancement in technology and automation of production processes cannot completely eliminate the importance of personnel in production of goods and services. However sophisticated a machine can be, it has to be operated by human being and if the organization is not adequately remunerating her workforce, they know what to do to defraud, manipulate the machine to increase or decrease production and to destroy the machine and slow down the rate of production. Human resource is the coordinating factor of production that put other factors into productive use. Libraries over the years had been labour intensive organization with little application of technology, this has changed and technology is being adopted in virtually all the areas of library operations. There are various categories of personnel working in the University library which are professionals, para-professionals, supporting staff and it is the responsibility of the Librarian to manage human and material resources in the library to achieve set goals.

Management is a process of designing programmes and procedures for executing such programmes as well as monitoring and regulating progress of activities towards achievement of stated goals. Managers are people who get things done through other people. In any organization, Managers are people who identify goals of the organisation, develop strategies to achieve such goals, assemble the required resources, organise, direct and control activities of others and motivate people to work. In order to enable managers perform their roles effectively there are some basic management functions that must be carried out. There are some basic principles that the manager must also imbibe and a manager must be a team leader with the appropriate leadership style. Human resources in higher institution are the lecturers, librarians, administrators, technical and unskilled personnel (Nmadu & Khalil, 2017).

These human resources co-ordinate and process other material resources to produce educational output. The academic staff is directly responsible for teaching and research and they form the bulk of personnel engaged in institutional services, while the administrative, technical and other staff provide a supporting service to the academic staff. The position was corroborated by Ige (2010) sees human resource in educational system as human beings engaged as inputs in education and most importantly the academic staff, and having people with relevant skills, abilities and knowledge, go a long way in determining the success or failure of an organisation. The importance of human resources in an organization was further stressed

by Adegun (2008) he is of the view that the arrow heads of achieving the aims of higher education are the members of staff of that institution, most importantly the academic staff the scholar submitted that, certain measures of results will always be achieved if the human resource is adequately provided and up and doing in the performance of their duties; he concluded that no country in the world that has ever developed played down the development of its human capital.

Human resources management is a comprehensive task which starts from planning for human resources needs of the organization, recruitment, training and re-training of the hired workers, job placement, remuneration in form of salaries and fringe benefits, promotion of the deserving ones, discipline, and to the retirement and payment of the benefits of the retiree. The task of human resource manager is so sensitive that it has to be handled with care if not the organization will be witnessing industrial disharmony in form of strike, work to rule and deliberate slow down the rate of production of goods and services. Bukar, Shehu and Idris (2012) opined that both public and private organisations in Nigeria contribute to the wrong utilization of available human resources. This is because graduates are employed in areas where they lack expertise. The management of some organisation does not seem to know the importance of training and development on workers' productivity. Some management believes that if workers have acquired education, there is no need to train again. Provisions of welfare facilities are not given adequate attention in some organizations despite many policies to ensure workers productivity and efficiency and to possibly stamp out unethical practices in the public sector.

Library can be seen as a media resource, information and cultural centre. It constitutes a social institution which exists for the collection, preservation and transmission of human intellectual experience and culture. Libraries are information banks because diverse information resources in different formats are kept in the library. According to Aina (2004) who said, that to the undergraduate students, the library is the learning center because it provides materials that are needed for learning for all the courses that may be offered by the institution. To the postgraduate students, it provides all resources needed to "carry out effective learning and research activities. To the teaching staff, the library provides resources to support teaching and research. Above all, library is also expected to provide information sources for extra curricular activities. A library is also assessed by the caliber of staff it parades. Basically library personnel are divided into two broad categories. These are the library/ information staff and the supporting staff.

Human resource management in library parlance comprises all activities ranging from appointment, motivating, training, promotion, discipline, transfer, termination (if need be) of different categories of employees in the library (Alokun, 2004). Library being a store house of knowledge is indispensable to the success of any functional education; without library services, education will be half-baked and the products of such a system will be narrow minded without usefulness to the community (Onohwakpor, 2006). Efforts are therefore made to acquire, process, preserve and make available the resources to the users. In doing this, type, educational levels, information needs and the objectives of the user community should be taken into cognizance.

This is because provision of services in a manner most useful to the library's wants is the ultimate target of all efforts towards effective and efficient services. With the proliferation of information, information is scattered in many areas and in order to keep track of these information many libraries have started embracing the recent developments in information technology to help them for effective library services. It was for this reason that the role of the information immunization technology for effective library services arose as a distinct area of this paper coupled with a view to ensuring the application of the information technology in library operations for effective library service.

OBJECTIVES OF THE STUDY

The objectives of this study are to:

1. find out the methods of recruitment of various staff in the library;
2. examine the training and re-training programmes available in the University library;
3. investigate the regularity of promotion of the staff in the library;
4. find out the level of satisfaction with remuneration in form of salary and fringe benefits of staff in the library and
5. Challenges of human resources management in Ekiti State University Library

LITERATURE REVIEW

Human Resources (HR) have been described by Almamun (2009) as the energies, skills, talents and knowledge of people which are, or which potentially can be applied to the

production of goods or rendering useful services. Mariam, Tunde and Oluwakemi (2008) citing Fajana(2006) opined that human resource management is connected with concepts, theories (including models), policies, plans, programmes, strategies, procedures, rules and regulations that must be employed in the acquisition and utilization of men towards the achievement of organizational goals. They divided the scope of HRM into 3 levels,viz:

- i. Before employment: Career choice, work design, technological change, self preparations, growth-related conflicts. Recruitment and selection: This is to attract high caliber candidates and identification of candidates with the highest potential
- ii. performance for the job;
- iii. During employment: Self development, motivation, leadership, trade unionism, counseling, on-the-job training, conflict management, workplace communication. Orientation and induction: This is to help new employee get acquainted with the organization, its policies, programmes and other colleagues. It includes training (on-the-job training, formal classroom training) during the introductory/probationary period. Training and development: This involves developing skills and learning concepts which are aimed at improving productivity. This could be in form of in-house training, on-the-job training, apprenticeship and committee/group methods;
- iv. Post-retirement: Exit interview, post-retirement follow-up, pension policies, job redesign and evaluation.

Recruitment according to schermerhorn (1999) is a set of activities designed to attract a qualified pool of job applicants to an organization. This is done to bring attention of people whose abilities and skills meet job specification. He identified three stages of recruitment which are: advertisement of a vacancy, preliminary contact with potential job candidates and initial screening to create a pool of qualified applicants. Recruitment is the initial attraction and screening of the supply of prospective human resources available to fill a position (Certo, 2000). The purpose is to narrow a large field of prospective employees to a relatively small group of individuals from which someone eventually will be hired. Recruitment activities must begin with a thorough understanding of the position to be filled so that the broad range of potential employees can be narrowed down intelligently. Obikoya (1996) sees training as a systematic process of altering the behaviour, knowledge and motivation of employees in a direction to increase the trainee's effectiveness and organization goal achievement.

Training as being “concerned with the teaching of specific skills for carrying out a definite assignment”. All new staff therefore needs some kind of induction training for their jobs. Development of employee can take the form of on-the-job and off-the-job (Ile, 2000). Dube (2008) carried out a study on relationship between in-service training and on-the-job training. He identified in-service training and on-the-job training as training programmes as ways of building capacity of staff. Ifidon (1998) listed “simple orientation programmes, organised visits, seminars and conferences, participatory management, short courses and formal professional library education as different ways library staff can be developed.

There are a lot of challenges facing human resources management in Nigerian university Libraries. Ukwoma and Akanwa (2008) found out that inadequate funding, personal financial constraints, lack of facilities to train were major problems inhibiting training and development of librarians and para-professionals. University libraries have problems in maintaining core collections which represent their universities' curricula and activities because of lack of money and high inflation (Ogunsola(2004). Advancement in Information and Communication Technology is currently a challenge to human resources management in the library. Before the adoption of technology into library operation and practices, Library services were purely manual and little technological application then was in the area of conservation and preservation of information of information resources and reprographic services.

Bindery section was equipped with relevant machine that could aid services rendered. Application of Information and Communication Technology has made such a tremendous impact on the organization, management, and dissemination of information that it readily commends itself to any library ready to accept it. The computer and the Internet and are now been applied in library processes such as acquisitions, cataloguing, serials, or circulation control. The use of communication tools such as e-mail, fax, computer, and videoconferencing overcomes barriers of space and time, and opens new possibilities for learning and challenges as well. Libraries now have to spend more money in acquisition of equipment and in training and retraining of staff.

Proliferation of Trade Union in the University is another challenge. Labour unions play significant roles in meeting the demands and aspirations of their members and also check the excessiveness and autocratic tendencies of the University management. There are more than four major trade unions in the university apart from student union. The teaching staff belong to Academic Staff University Union (ASUU) , Congress of Nigerian University Academics (CONUA) and National Association of Medical and Dental Academics (NAMDA) while the non-teaching staff

have their own unions among which are Non-Academic Staff University Union (NASU), Senior Staff Union of Nigerian Universities (SSANU) and the technologists have their own union. These unions are very dynamic and aggressive which sometimes result in violence and assault while fighting for the welfare of their members.

Mobility of Professional Personnel is one of the challenges of human resource management in the library. One interesting fact is an increase in the mobility of various managerial and professional personnel between libraries and organisations. Some move from private university libraries into public university libraries due to job security while high level professionals are being wooed by private universities to help them stabilize their programmes. As individuals develop greater technical and professional expertise, their services will be in greater demand by other organisations in the environment either private or public can go to any length to recruit such personnel since they are sure that such mobility will be to the overall interest of their organization. Inadequacy of competent and qualify personnel has been identified as one of the challenges facing human resource management in Nigerian Libraries. In a study conducted by Adio (2005) found that the staff strength was grossly inadequate for the management of serials in the library and hindered the delivery of serials service to its patrons which has negatively affected the productivity and job satisfaction of the staff. 80% of the staff of the section indicated that they had the feelings of job dissatisfaction which they strongly believed had negative effect on their productivity. They reasoned that lack of promotion, inadequate staffing, lack of refresher course among others contributed to their job dissatisfaction and productivity which invariably has negatively affected service delivery to the users.

Anyim, Ikemefuna and Mbah (2011) identified the following as the challenges of human resources management in Nigeria: Increasing Size of Workforce; increase in education level; technological advances; changes in political environment; increasing aspirations of employees; changing psychosocial system; computerised information system; mobility of professional personnel; changes in legal environment; management of human relations; proliferation of trade union in the university and culture.

METHODOLOGY

This study adopted a descriptive survey research design to describe Challenges of human resources management in Nigerian university libraries: a case study of Ekiti State University Library, Ado-Ekiti. The researcher made use of questionnaires which were administered on a selected sample representing the research population. Thirty two (32) out of eighty one (81) staff of Ekiti State University Library Ado- Ekiti about 39.5% participated in the study using simple random sampling techniques to cut across various categories of staff in the library. An

instrument tagged Challenges of Human ResourcesScale were used to elicit information from the respondents. The instrument was divided into two sections. The first section acquired the respondents' bio-data information such as gender, designation, educational qualification, and working experience. While the second section was further divided into four parts. Part 1 contained items on method of recruitment of staff in Ekiti State University Library, Part 2 included items on the training and re-training programmes available to staff in the library. Part 3 consisted of items on regularity of promotion of staff in Ekiti state University Library. Part 4 presented items on level of satisfaction of staff with the remuneration in form of salary and fringe benefits and Part 5 deals with challenges of human resources management in Ekiti State University Library. Respondents were asked to tick from the options to indicate their agreement or disagreement with items in the questionnaire.

Data Analysis

Data collected was analysed using simple percentage and frequency count.

Results

The results of the analysis are presented as follows:

Bio-Data Information

Table 1: Bio-Data Information Summary

GENDER	NO OF RESPONDENTS	PERCENTAGE (%)
Male	16	50
Female	16	50
Total	32	100
DESIGNATION	FREQUENCY	PERCENTAGE %
Principal Librarian	3	9.4
Senior Librarian	1	3.1
Librarian I	2	6.3

Librarian II	4	12.5
Library Officer	3	9.4
Library Assistant	14	43.8
Library Porters	5	15.6
Total	32	100
EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE %
PhD	4	12.5
MLS/MLIS	12	37.5
BLIS, B.Sc, B.ed, B.A	10	31.3
SSCE	6	18.8
WORKING EXPERIENCE	FREQUENCY	PERCENTAGE %
0-5 years	4	12.5
6-10 years	10	31.3
11-15 years	10	31.3
16-20 years	6	18.8
21-25 years	Nil	Nil
26-30 years	2	6.3
31-35 years	Nil	Nil
Total	32	100

Source: Field survey

Method of Staff Recruitment

Research Question 1: What is the method of recruitment of staff in Ekiti State University Library?

Table 2 shows that 26(81.3%) respondents agreed that there was advertisement of existing vacancies in the national newspaper and other media before they were appointed into the University Library while 6 (18.7%) disagreed. Twenty five respondents representing 78.1% agreed that they got to know about the existing vacancies through their relation in the library/admin while 7(21.9%) disagreed. All the 32 respondents, representing 100% agreed that they were interviewed before given appointment letters. Six (18.7%) agreed that they were given temporary appointment before their appointment was regularized while 26 (81.3%) respondents disagreed. Twenty five respondents (78.1%) agreed that you have to know people in government or senior official of the University before getting job in EKSU Library while 7(21.9%) disagreed. However, half (16) respondent agreed that they wrote aptitude test before they were given appointment while the remaining half (50%) disagreed. Twenty four (75%) respondents agreed that everybody is given opportunity to test their competence before selecting the most competent among them while only 8 (25%) of the respondents disagreed.

Table 2: Method of Recruitment

S/N	METHOD OF RECRUITMENT	AGREE		DISAGREE	
		N	%	N	%
1	There was advertisement of existing vacancies in the national newspaper and other media before you were appointed?	26	81.3	6	18.7
2	I got to know about the existing vacancies through your relation in the library/admin?	25	78.1	7	21.9
3	I was interviewed before appointment letter was given to me?	32	100	-	-
4	I was initially given temporary appointment before my appointment was regularised?	6	18.7	26	81.3
5	You have to know people in government or senior official of the University before getting job in EKSU Library?	25	78.1	7	21.9

6	I wrote aptitude test before appointment was given to me?	16	50	16	50
7	Everybody is given opportunity to test their competence before selecting the most competent among them?	24	75	8	25

Source: Field survey

Training Programmes

Research Question 2: What are the training and re-training programmes available to staff in the library?

Table 3 revealed that 22(68.75%) respondents have attended training programme since their assumption of duty in the University Library while 10(31.25%) respondents have not attended any training programme. Table 3a revealed that 12(37.5) respondents attended seminar, 8(25%) respondents have attended workshop and On-the-job training (OJT) respectively, 2(6.3%) respondents attended conferences, 4(12.5%) respondents have been trained through Classroom/lecture methods and in-service training respectively while 6 (18.8%) respondents attended library school courses. Table 3b below shows that 6 (18.8%) respondents attended training programmes regularly, 20(62.5%) respondents attended occasionally while 4 (12.5%) respondents attended annually.

Table 3: Training programme

Training Programme	YES		NO	
	N	%	N	%
Have you attended any training programme since you came to this University Library?	22	68.75	10	31.25

Source: Field survey

2. If yes what kind of training?

Table 3a: Type of training programme attended

S/N	TYPE OF TRAINING ATTENDED	N	%
1	Seminar	12	37.5
2	Workshop	8	25
3	On-the-job training (OJT)	8	25
4	Conferences	2	6.3
5	Classroom/lecture methods	4	12.5
6	In-service training	4	12.5
7	Library school courses	6	18.8

Source: Field survey (2014)

3. How often do you attend training programme?

Table 3b: Training attendance

How often do you attend training programme	N	%
Regularly	6	18.8
Occasionally	20	62.5
Annually	4	12.5
Not at all	Nil	Nil

Source: Field survey

Regularity of Staff Promotion

Research Question 3: What is the regularity of promotion staff in Ekiti state University Library?

Table 4 showing the regularity of promotion of staff in Ekiti State University Library revealed that 4(12.5%) respondents agreed that staff are being promoted every two years, 25(78.1%) respondents indicated that it is every three years while 3(9.4%) respondents were undecided. Table 4a revealed that 4(12.5%) respondents agreed that they use to delay their promotion

while 28 (87.5%) respondents disagreed. Twenty eight (87.5%) respondents agreed that you are sure of getting your promotion at the end of three years if you don't have query in your file while 4 (12.5%) respondents disagreed. Twenty four (75%) respondents agreed that they can say categorically that the management of the library gives promotion to staff as at when due, 6 (18.8%) respondents disagreed while the remaining 2 (6.2%) respondents were undecided.

Table 4: Promotion

How often are you being promoted in the library	N	%
every two years	4	12.5
every three years	25	78.1
every four years	Nil	Nil
Undecided	3	9.4
Total	32	100

Table 4a: Regularity of Promotion

S/N	Regularity of Promotion	YES		NO		Undecided	
		N	%	N	%	N	%
1	They use to delay our promotion?	4	12.5	28	87.5	Nil	Nil
2	You are sure of getting your promotion at the end of three years if you don't have query in your file?	28	87.5	4	12.5	Nil	Nil
3	Can you say categorically that the management of the library gives promotion to staff as at when due?	24	75	6	18.8	2	6.2

Level of Satisfaction of Staff with the Remuneration

Research Question 4: What is the level of satisfaction of staff with the remuneration in form of salary and fringe benefits?

Table 5 revealed that 12(37.5%) respondents were very highly satisfied with their remuneration, 8 (25%) respondents were highly satisfied, 12 (37.5%) respondents were averagely satisfied while non of the respondents were not satisfied with their remuneration.

Table 5: Satisfaction with Remuneration

Level of satisfaction	Very highly satisfied		Highly satisfied		Averagely satisfied		Not satisfied	
	N	%	N	%	N	%	N	%
What is the level of satisfaction of staff with your remuneration in form of salary and fringe benefits?	12	37.5	8	25	12	37.5	Nil	Nil

Challenges Facing Library Staff

Research Question 5: What are the challenges facing library staff in the performance of their duties?

As shown in Table 6, the challenges of human resources revealed that 10 (31.3%) respondents agreed that proliferation of trade union in the university is one of the challenges of human resources management in university library, 18 (56.3%) respondents disagreed while 4(12.5%) respondents were undecided. 18 (56.3%) respondents agreed that mobility of professional personnel is one of the challenges of human resources management, 8(25%) respondents disagreed while 6 (18.8%) respondents were undecided. 12(37.5%) respondents agreed that inadequacy of competent and qualify personnel is one of the challenges of human resources management in university library, 18 (56.3%) respondents disagreed while 2 (6.3%) respondents were undecided. 18 (56.3%) respondents agreed that lack of facilities to train is one of the challenges of human resources management 12 (37.5%) respondents disagreed while 2(6.3%) respondents were undecided. 14 (43.8%) respondent agreed that increasing size of workforce is one of the challenges of human resources management in Nigerian university library 6 (18.8%) respondents disagreed, 12 (37.5%)

respondents were undecided. 20 (62.5%) respondents agreed that inadequate funding is a challenge to human resources management in Nigerian University Library, 8 (25%) respondents disagreed while 4 respondents (12.5%) were undecided. 22 (68.8%) respondents agreed that technology advances is one of the challenges of human resources management 6 (18.8%) respondents disagreed while 4 (12.5%) respondents were undecided. 18 (56.3%) respondents agreed that increasing aspirations of employees is one of the challenges of human resources management 8 (25%) respondents disagreed while 6 (18.8%) respondents were undecided. Sixteen (50%) respondent agreed that changes in political environment are one of the challenges of human resources management, 8 (25%) respondents disagreed and undecided respectively. 22(68.8%) respondent agreed that increase in education level is one of the challenges of human resources management 4(12.5%) respondents disagreed while 6(18.8%) respondents were undecided. Sixteen (50%) respondent agreed that changing psychosocial system is one of the challenges of human resources management, 10 (31.3%) respondents disagreed while 6(18.8%) respondents were undecided. Fourteen (43.8%) respondents agreed that inadequate knowledge of librarians on human resource management is one of the challenges of human resources management in Nigerian University Libraries, 16 (50%)respondents disagreed while 2 (6.2%)respondents were undecided.

Table 6: Challenges of human resource management

S/N	Challenges of human resource management	Agreed		Disagree		Undecided	
		N	%	N	%	N	%
1.	Proliferation of Trade Union in the University	10	31.3	18	56.3	4	12.5
2.	Mobility of Professional Personnel	18	56.3	8	25	6	18.8
3.	Inadequacy of competent and qualify personnel	12	37.5	18	56.3	2	6.3
4.	lack of facilities to train	18	56.3	12	37.5	2	6.3
5.	Increasing Size of Workforce	14	43.8	6	18.8	12	37.5
6.	Inadequate funding	20	62.5	8	25	4	12.5
7.	Technological Advances	22	68.8	6	18.8	4	12.5
8.	Increasing aspirations of employees	18	56.3	8	25	6	18.8
9.	Changes in political environment	16	50	8	25	8	25
10.	Increase in education level	22	68.8	4	12.5	6	18.8

11.	Changing psychosocial system	16	50	10	31.3	6	18.8
12.	Inadequate knowledge of librarians on human resource management	14	43.8	16	50	2	6.2

Discussion of the findings

The role of human resources cannot be overemphasized in any organization public or private. Human resource coordinates other resources in the production process and success or otherwise of other factors of production will be determined by human being therefore library as an organization needs competent librarians who will be able to effectively coordinate human resources of the library to effectively achieve the mission of the library. This paper examined the challenges of human resources management in Nigerian University Libraries using Ekiti State University as a case study. Five research questions were generated for the study and the findings revealed that method of recruitment of staff in Ekiti State University Library is through the placement of advertisement either internal or external and sometimes you need to know people in government or senior official of the University before getting job. It further revealed that applicants may sometimes need to write aptitude test before they could be offered employment. Ekiti State University being a state university cannot rule out the influence of the state Government and its officials in the appointment of staff in any offices in the University because the university is being financed by the government and like a popular saying he that pays the piper dictates the tune.

The findings shows that Ekiti State University Library is committed to training and retraining of the staff through seminar, workshop on-the-job training, Library school courses, in-service training, and conferences. This findings was corroborated by Folorunso and Owoeye (2013). The study also find out that staff were being promoted every three years if they don't have query in their files and this will definitely motivate staff to improve on job performance. Remuneration in form of salary and fringe benefit in Ekiti State University is satisfactory as revealed by the study. This cannot be unconnected with strength of various labour unions in the university who are always firm in fighting for the welfare of their members. Industrial dispute had been frequent in Nigeria Universities due to agitations of the unions for improve welfare packages. Challenges of human resources management in Ekiti State University Library as revealed by the study are increase in education level, technological advances, followed by inadequate funding, mobility of professional personnel, lack of facilities to train, increasing aspirations of employees, changes in political environment and changing

psychosocial system, inadequate knowledge of librarians on human resource management and increasing size of workforce, inadequacy of competent and qualified personnel followed by proliferation of trade union in the university and this findings was corroborated by Pandey (2012)

Conclusion

Human resource management is critical to the success of any organization public or private. Librarians must be skillful in the management of this most vital factor of production to render effective library and information services in a dynamic environment. The management of university library should continue to ensure that right candidates are employed through transparent recruitment process in this era of politicking when politicians are always in the habit of influencing employment most especially in the state universities without much recourse to competence. Recruitment should be accompanied continuously with training and retraining of staff to promote competence and comply with global best practices in information services delivery. Motivation of staff through promotion and fringe benefits should be accorded a priority and this will further bring out the best in individual workers. Though majority of staff in the Ekiti State University were satisfied with their remuneration, the management should continue to advance workers welfare for industrial harmony devoid of strike or any other trade disputes. Human beings are complex and dynamic therefore effort should be made to overcome challenges identified by this study through adequate finance, motivation, training and retraining of various staff in the library for smooth operation, maintaining a high-performance work system, recruitment of people with new skill sets, and establishment of rewards for such behaviors as teamwork, flexibility, and learning.

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