

Staffing of Polytechnic Libraries for Provision of Library Services in Rivers State

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Abstract

It has been observed that many polytechnic authorities are so relaxed over adequate staffing of the libraries, except towards accreditation exercises. This unhealthy situation provides an important background for undertaking a research on staffing and provision of library services. This study therefore investigated staffing of polytechnic libraries for provision of library services in Rivers State, Nigeria. Five research questions and one null hypothesis guided the study. The study adopted survey design. The entire population of the study consisted the sample size which comprised of 18 library staff. Rating scale was used as instrument for data collection. Mean score and correlation coefficient were used in answering the research questions while t-test statistics was used in testing the hypotheses at 0.05 level of significance. Result revealed that there is a significant relationship between adequate staffing and library services. It was further found that the library does not have adequate staff and provides limited services. The study further revealed that poor maintenance culture, inadequate funding, lack of awareness of library services were challenges faced by the library. It was recommended that professional and para-professional should be employed in the library in order to provide effective services, non-professional should be encouraged to take a course on librarianship since they found themselves working in the library.

Keywords: Staffing, Library Services, Academic Libraries, Captain Elechi Amadi Polytechnic

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1. INTRODUCTION

Adequate manpower is unarguably the bedrock of any organisation. Without the input of appropriate staffing, the objectives of any organisation will suffer a setback. Invariably, staffing is one aspect required to fulfil a successful organisational mandate. Staffing may be defined as the process of hiring and developing the required personnel to fill in the various positions in the organization. It is an essential aspect of management which focuses on obtaining the most qualified personnel for organisation. The managerial function of staffing involves manning the organization structure through proper and effective selection, appraisal and development of the personnel to perform the roles assigned to the employees/workforce. Staffing is the managerial function of recruitment, selection, training, developing, promotion and compensation of personnel. Staffing function is the most important managerial act along with planning, organizing, directing and controlling (Onifade & Onifade, 2011).

Organisations, irrespective of type or goals, need adequate number of staff for operational and competitive efficiency. Staff among other factors, serve as a catalyst for engendering the desired organisational goals, determining its position among other competitors or in shaping its future. To this end, organisations are extremely careful in choosing their employees. Staffing offers organisations the opportunity to have competent personnel to man the activities of the organisation at all levels. Staffing as a management function is pivotal to the proper functioning of educational programmes as well as professional practice. Arubayi (2009) corroborated this by stating that the strength of a good educational programme is not the beautiful buildings, adequate equipment/facilities, sound curriculum but the quality and quantity of the staff. Qualified personnel are needed in order to achieve the objectives of educational institutions. Hence, academic libraries, as hubs of intellectual activities of tertiary institutions of learning, require seasoned and qualified personnel to carry out their functions effectively (Issa, Idowu, Amusan, Ojokuku, Adedeji & Oguatayo, 2016).

Academic libraries are set up in academic setting solely to support teaching, learning and research. They are the core of the academic set up because; they stock information resource that is relevant to the various disciplines being pursued in the institution. A polytechnic library is a library set up by the institution to support learning, teaching and research. This is mainly through collaboration with schools for the provision of recommended and relevant text to support the various disciplines in the institution. A typical Polytechnic library is equivalent to that of a university library because the Polytechnic is a tertiary institution (Ministry of Education, 2003). The personnel in the Polytechnic library environment are professionals of higher academic qualifications in Library Science and Librarianship ranging from Doctorate, Masters Degree to Diploma and Certificate levels. According to Castelyn (2007) all libraries aim to have efficient staff in order to provide a good library service to the public they hope to serve, whether that readership is using a public, university, school or private library.

Library staff are the total number of employees working in a given library, they are usually recruited based on geniality, scholarship and professional competence and are retained as men and women endowed with personality and initiative expressed to promote library operations and services. Library staff work without soul-killing interference, either in a formal or an informal way; and that their joy is often derived from the joy blossoming on the faces of readers served to their satisfaction. A library user entering the library meets different classes of staff – those sitting comfortably in offices, giving directives; those walking round the sections, inspecting and placing others on duty assignment; those sitting in the circulation counter, organising files in issue trays; and those sitting at the entrance and exit doors, watching and searching people as they come in or go out. Other class of staff seat in offices and ready always to answer the users' referral questions or otherwise direct them to other staff for alternative or maximum attention (Uwa, 2014).

Academic libraries are repositories of knowledge where services like internet service, Current Awareness Service, Selective Dissemination of Information, reprographic service, bindery services, indexing and abstracting service, circulation of library information resources, CD-ROM database search, bindery, word processing etc are rendered to clients of the library. However, users' satisfaction of these services which is the ultimate goal of the library staff depends to a large extent on the efficiency and effectiveness of libraries and their personnel. For a library to provide effective services to support teaching, learning and research, it must endeavour to have adequate and

professional manpower. From the assertions above, it is obvious that adequate staffing in an institution or organization is an important tool for the provision of library services of which staff of polytechnic libraries are not exempted. However, observations have revealed that inadequate staffing has brought about low service delivery, which in turn rubs off on the image of the polytechnic libraries. It is on this basis that the researcher wishes to investigate on staffing of polytechnic libraries for provision of library services in Captain Elechi Amadi Polytechnic, Port Harcourt, Rivers State.

Captain Elechi Amadi Polytechnic Library

Captain Elechi Amadi Polytechnic Library started as a School of Basic Studies Library at the then Creek Road Campus of the school in 1980. The library moved to the Rumuola campus in November 1983 and occupied one of the available structures which today have been transformed into its present standard. The library is stocked with some modern books, periodicals and journals. The library currently has six (6) departments and a sitting capacity of Three Hundred and Fifty (350). The departments are:

- Administrative Section
- Technical section
- Serials/Research section
- Circulation/Open Access
- E-Library
- Bindery/Reprographic section

The students of the school have access to the Library and use the facilities offered by the Library. They are however expected to properly register with the Library to enjoy all services of the Library. All new students must register and obtain Library Cards at the beginning of every session before they are allowed to make use of the facilities. The objectives of the polytechnic library include;

- Provision of effective library services in support of practical and sustainable research activities and development of the Polytechnic
- Build up a balanced collection of core literature (textbooks and journals) in all the courses offered in the Polytechnic.
- Help expand and promote existing library collection by building up a rich collection of information resources in all fields of study in the Polytechnic.
- Identifying and developing e-resources and services.
- Managing effectively, the information resources available in the polytechnic library.
- Seeking more innovative ways to further integrate library resources and services into the core curriculum and instruction programmes of the polytechnic.

2. STATEMENT OF THE PROBLEM

From the foregoing, it is apparent that staffing is essential to the provision of library services in Polytechnic libraries. It has been noted with great concern the low level of provision of library services by the Captain Elechi Amadi Polytechnic library. Lack of adequate and quality staffing had impacted negatively on the service delivery, thereby; threatening the vision and mission of the polytechnics education in Nigeria. It is against this background that the researcher considers it important to conduct a study on staffing of polytechnic libraries for provision of library services in Captain Elechi Amadi Polytechnic, Port Harcourt, Rivers State.

3. OBJECTIVES OF THE STUDY

The main purpose of this study was to examine staffing of polytechnic libraries for provision of library services in Captain Elechi Amadi Polytechnic, Port Harcourt, Rivers State.. The specific aims of the study were to:

1. Ascertain the status of staffing in Captain Elechi Amadi Polytechnic Library;
2. Identify the services provided by the Captain Elechi Amadi Polytechnic Library;
3. Examine the adequacy of staffing in the library;
4. Examine the relationship between adequate staffing and the services provided.
5. Identify factors that affect the provision of library services in Captain Elechi Amadi Polytechnic library.

4. RESEARCH QUESTIONS

The study was guided by the following questions:

1. What is the status of staffing in Captain Elechi Amadi Polytechnic Library?
2. What are the services provided by the library?
3. How adequate are the staff in the library?
4. What is the relationship between adequate staffing and the services provided?
5. What are the factors that affect the provision of library services?

5. HYPOTHESIS

The Null hypothesis formulated and tested at 0.05 of significant level was:

HO₁: There is no significant relationship between adequate staffing and the library services provided.

6. LITERATURE REVIEW

Staffing in Academic Libraries

Library is an important asset in the society and whereas academic libraries are segment of social institutes and are responsible for capturing and disseminating knowledge to the users. For effective management of library activities, library needs not only sufficient number of staff but a well-educated and knowledgeable staff to carry out the desired work. A right person is to be deployed for the right job in libraries. Every person recruited in library should know his/her responsibilities and requirement of the institute to fulfil mission and vision (Satarkar, 2000).

The academic library has been described as the bedrock of every tertiary institution and a tool to promote teaching, learning and research, therefore for qualitative services to be achieved, the staff must be adequate in quantity and quality (Adegbesan, 2010). Ukeje (2005) emphasized that the academic library unlocks the door to learning and research, but it is the staff who holds the key to the door. In corroborating this, Gambo (1999) argued that the library staff must be intellectually, conscientiously, highly motivated and professionally sound individuals that are capable of discharging their professional duties. In other words, a library needs skilled, qualified and adequate human resources to make up the staff. Staff that will build up and maintain the collection of a library as well as provide various services to the students and academic staff of the institution is indispensable in a library (Egunjobi, 2006). Oriowo (2002) contended that the success or failure of a library depends on the skill and abilities of people who make up the staff. Hence, staff must be sufficient in number to

meet the demand made upon it, and it should have the right mixture of qualifications and experience in order to perform to users' expectation.

The Librarians' Registration Council of Nigeria (2014), posited that for effective and efficient service delivery, it is required that academic libraries are staffed by a mix of relevant personnel, which include; professionals (librarians), para-professionals (library officers) and non-professionals. The duties of these three categories of staff are different but interwoven and any laxity on the part of a given group will affect the duties of others. This emphasizes the importance of adequate staffing in a library both in term of quantity and quality. Egunjobi (2006) observed that the number of staff needed by a library is usually determined by the population to be served as well as the collection of the library. By implication, whenever the library staff is inadequate both in number and quality, there may be tendency to over-stretch those on ground and the quality of services provided may not be adequate for the population they are meant to serve.

The Librarians' Registration Council of Nigeria standard specified that the professionals are those who have acquired the skills and training in librarianship and possess first Degree or Masters and even PhD in Library and Information Science. Usually, they are responsible for cataloguing, classification, selection and other technical routines in the library. The para-professionals are library officers who hold diploma certificates in librarianship; they assist librarians in the technical and service functions of the library while the non-professionals include the administrative secretaries, library security personnel, porters and cleaners. The professional staff of the library is also treated as academic staff in terms of appointment, promotion and other conditions of service (LRCN, 2014).

Standards prescribed for staff include the minimum number of professional librarians required for effective service, the use of supporting personnel, the qualifications and status of the professional staff and their place in the instructional programme of the institution. It suggested that professional staff members should not spend their time on works of an essentially clerical nature. The Conference of Monotechnic and Polytechnic Librarians in Nigeria (COMPLIN) has taken a cue from the foregoing college library standards in the United States. In a document on Standards for Polytechnic Libraries in Nigeria Published by the NBTE (1988), a minimum of three professional librarians – the Chief Librarian and the librarian in charge of readers' services and technical services was recommended as professional staffing target for all polytechnic libraries in Nigeria. Library staff was to be provided in a ratio of one to every twenty teachers, with a ratio of 40:60 professional to non-professional staff (Nwalo, 2000).

For personnel to properly fit in, Obinyan, and Aidenoji (2011) advocated the training and retraining of library personnel on a regular basis in order for them to stay relevant to the needs of their communities. Ramesha and Kumbar (2004) believed the quality and quantity of library staff has a direct bearing on qualitative service and help to meet the objectives of the library service. For academic libraries to provide adequate and qualitative services, there is need for the library to have adequate and quality personnel. No wonder Popoola and Haliso (2009) believed that if an academic library is to provide effective information services to support teaching and research, it must have adequate information resources and sufficient highly skilled information professionals.

The provision of library and information services in Captain Elechi Amadi polytechnics is also a function of the effectiveness of the library professionals. Without the availability of the requisite staff, it is impossible to achieve a functional provision of library and information services to Captain Elechi

Amadi Polytechnic. Ochogwu (2009) supported the fact that it is imperative for library and information science schools in the country to train information professionals who would appreciate the challenges facing Nigerians as clients in an information society, and to produce sufficient quantities of qualified information professionals that will be proactive and rise to the current challenges of providing library and information services to Nigerians. Information professionals must possess professional knowledge and be able to apply it effectively in the planning and implementation of library and information services. (Greer, Grover & Fowler 2007).

Library and Information Services

Generally, library services are described as the professional guidance and assistance offered to users. These services vary in accordance with the type or category of both the library and the users. For instance, the services needed by the users of academic libraries, for the successful and effective implementation, as well as the execution of the enormous academic programmes, must be rendered by the staff of academic libraries (Edoka, 2000). Popoola and Haliso (2009) viewed library services as the activities that libraries and their personnel render to meet the information needs of their users.

Agu (2014) explained some of the services rendered by academic libraries. They include:

- i) **User Education/Orientation Services:** User education is necessary for those users of academic libraries who lack the knowledge of how to use the libraries and to supplement classroom or laboratory instruction. The objective in giving user education is to help the users make the best use of the overall library resources. Also to create a general awareness of the presence of the library and taught how to obey library rules and regulations. The polytechnic librarian may, however, delegate any professional staff other than the reference librarian to carry out such services.
- ii) **Current Awareness Services:** Current awareness services (CAS) is a method by which academic libraries furnish their users with relevant information on newly published materials that can be made available. The reference librarian can carry out this service through telephone calls, WhatsApp platform, facebook, library bulletins, notice boards etc.
- iii) **Computer/Online Services:** Some academic libraries offer online computer network information services to their users. This implies that online services are other aspects of the services given to users in academic libraries to enable them do online search for retrieval of information. A library staff that is knowledgeable and has the skill must be on ground to provide these services and checkmate the activities.
- iv) **Abstracting and Indexing Services:** These are the responsibilities of the library staff in the academic libraries. Indexing enable users to locate the books that are available in the subject areas they need; and abstracts provide summaries of the contents of reading materials in the library, thereby, serving as time-savers for the library users.
- v) **Reference Services:** There are difference kinds of references services depending on the demands of the users. Reference librarians in academic libraries offer professional assistances to users in the location of materials.
- vi) **Circulation Services:** Library staff provides circulation services such as: registration of users, charging and discharging services, shelf guides/marks, bindery services, displays/reservation of library materials, photocopying/reprographic services etc. Adequate and professional staff are required in order to provide efficient and effective services.

Other services in the library are: bibliographical services, cataloguing services, information services, inter-library loan/connection services, selective dissemination of information (SDI) etc. Library services are germane to effective use of library resources and user-satisfaction. This is because the

major role of the library is to offer various services for the benefits of its users. Every library offers various services that are supervised by departmental heads or designated offices for effective and efficient rendering of such services (Uwa, 2014).

Challenges Faced by Library Staff in the Provision of Library Services

It has been observed that library staff faces a number of challenges in providing library and information services to its users. Omotosho and Okiki (2012) agreed that inadequate funding is the major challenge faced by the library staff in the provision of effective library services to users. The effect of this is that the library users are not likely to be attracted to access library resources and services. Many users are not aware of the various services being offered by libraries and the comfort and convenience associated with such services. To address the problem of lack of adequate awareness of library services, Tella and Ojo (2012) observed that one of the goals of library and information centers is to satisfy their users. In order to achieve this aim, library and information centers need to know what the needs of their users are, and how best to meet those needs.

Khan (2011) observed that lack of trained staff, lack of maintenance and inadequate staff are challenges faced by the library staff in provision of library services. Bhatti & Jumani (2012), identified the problems faced by the libraries and their patrons and which needed to be addressed as inadequate funding; inadequate staffing; insufficient communication between various departments and librarians; users' lack of information literacy skills; inadequate copies of library materials for users; and lack of enabling infrastructure including IT infrastructure; insufficient information resources; insufficient OPAC and Internet terminals; outdated materials; mutilated books and long service queues; missing books, unreliable photocopying services and unfriendly security personnel. Gwang (2011) identified challenges associated with the provision of library and information services, which included the nature of professional practice described as passive, reactive, and assertive.

7. RESEARCH METHOD

The study adopted the survey design and correlation study. Correlational study is a type of design made to discover to or clarify relationships through the use of correlation coefficients (Uzomah, 2014). It is usually used to measure the relationship between variables in a study. In this study, the correlational design is used to examine the relationship between staffing and library services provided. The population of the study consist the entire staff of the library which is eighteen (18), which is also the sample of the study. The enumerative technique was used because the population is small and can be managed within the time frame. A rating scale was structured to elicit information for the study. The instrument was designed into two sections. Section A covers the background data of the staff while section B covered the research questions.

Rating scale was used as instruments of data collection i.e., a modified four-point Likert type scale such as Strongly Agree (SA) - 4 points; Agree (A) - 3 points; Disagree (D) - 2 points; and Strongly Disagree (SD) -1 point. Decision mean point was 2.5 i.e. $10/4 = 2.5$. Mean score, standard deviation and correlation coefficient were used in answering the research questions while t-test statistics was used in testing the hypotheses at 0.05 level of significance.

8. DATA ANALYSIS AND PRESENTATION

Table 1: Demographic characteristics of the respondents

Sex	Frequency	Percentage %
Male	9	50
Female	9	50
Total	18	100
Age		
30-40	2	11.1
41-50	9	50.0
51-60	7	38.9
Total	18	100
Highest Qualification		
Diploma in LIS	3	16.7
BLS	2	11.1
MLS	1	5.6
Others (outside librarianship)	12	66.7
Total	18	100
Professional Experience		
1 – 5	1	5.6
6 - 10	3	16.7
11 - 15	4	22.2
16 - 20	7	38.9
Over 20 years	3	16.7
Total	18	100

The distribution of the respondents by gender revealed that 9(50%) are males and 9(50%) are also females. Out of the 18 respondents, 2(11.1%) are aged 30 - 40 years; 9 (50%) are aged 41 - 50 years while 7 (38.9%) are above 51 - 60 years. Also the highest educational qualification of the respondents showed that 3 (16.7%) possessed Diploma certificate in Library Science; 2(11.1%) possessed Bachelor Degree in Library Science; 1(5.6%) possessed Master degree in Library Science; and 12 (66.7%) possessed other qualification which was not disclosed in the study. Finally, the distribution of the professional experience of the respondents showed that 1 (5.6%) is 1-5; 3(16.7%) have 6 – 10 years; 4 (22.2%) have 11 – 15 years; 7(38.9%) have 16 – 20 years; and 3(16.7%) have over 20 years.

Research Question One: What is the status of staffing in Captain Elechi Amadi Polytechnic Library?

Table 2: Status of Captain Elechi Amadi Polytechnic Library Staff

Status	Frequency	Percentage %
Professional	3	16.7
Para-Professional	3	16.7
Non-Professional	12	66.7
Total	18	100

From Table 2, data collected indicated that, out of the total respondents of 18, 3(16.7%) are Professionals, 3(1.67%) are Para-professionals and 12(66.7%) are Non-professionals. It is worthwhile to say that majority of the library staff in the Polytechnic library are non-professionals. The non-professionals represented more than half of the total staff strength in the library.

Research Question Two: What are the services provided by the library?

Table 3: *Services Provided by the Library*

S/N	Item	Mean	SD	Decision
1	User education/orientation services	3.39	0.678	Agree
2	Current awareness services	2.33	1.000	Disagree
3	Computer/online services	1.83	0.764	Disagree
4	Abstracting and indexing services	1.56	0.831	Disagree
5	Reference services	3.22	0.711	Agree
6	Circulation services	3.50	0.500	Agree
7	Reprographic/bindery services	2.67	0.745	Agree
8	Selective dissemination of information	1.89	0.567	Disagree
9	Bibliographic services	1.89	0.875	Disagree
10	Inter-library loan services	1.56	0.598	Disagree

Results on Table 3 shows that the library does not provide a number of services like current awareness, computer/online, abstracting and indexing services, selective dissemination of information, bibliographic and inter library loan services. The mean score of the above items are 2.33, 1.83, 1.56 and 1.89 respectively, which are all lesser than the acceptable item mean of 2.5. The respondents however indicated that user education/orientation services, reference, circulation and reprographic/binding services are provided in the library hence, the mean response scores are as high as 3.39, 3.22, 3.50 and 2.67 respectively. The standard deviation scores is an indication that the responses on the items are clustered to the mean which further confirms the agreement.

Research Question Three: How adequate are the staff in the library?

Table 4: *Staff Adequacy in the Library*

S/N	Item	Mean	SD	Decision
1.	The staff in the library are enough for all the services.	2.06	0.911	Disagree
2.	All the staff in the library are professionals	2.22	0.786	Disagree
3.	Staff are trained periodically and sponsored to attend conferences/workshops/seminar	1.89	0.809	Disagree
4.	Staff are provided with relevant facilities/materials to carry out their services.	2.22	0.629	Disagree
5.	Staff are given some incentive to motivate them to carry out their services.	2.06	0.848	Disagree

It is evident from table 4 that the means listed on the table are all ways of ascertaining the adequacy of the library staff in Captain Elechi Amadi Polytechnic. This is so given the mean response scores on all of them are less than the accepted mean of 2.5, infact ranging from 2.22 – 1.89 out of a total mean

of 4 points and standard deviation of 0.629 – 0.911 shows that the respondents disagreed in all the items.

Research Question Four: What is the relationship between adequate staffing and the services provided?

Hypothesis One: There is no significant relationship between adequate staffing and library services provided.

Table 5: Correlation Coefficient of Relationship between adequate staffing and library services provided.

Variables	No. of Responses	No. of items	Mean	SD	Correlation	P-Level	Decision
Services provided by the library	18	10	2.69	1.733	0.459	.000	Significant
Adequacy of staff	18	5	2.06	.725			

The result as indicated in table 5 shows that the mean level of services provided by the library is 2.69 whereas adequate staffing is 2.06. The correlation coefficient of adequate staffing on library services is 0.459. The relationship between the services provided by the library and adequate staffing is therefore 0.459. This gives a positive and moderate relationship between the two variables. Further analysis based on this relationship resulted to a P-Level of .000 which is lower than the chosen alpha level of 0.05. The null hypothesis is therefore rejected while the alternative is accepted. The decision therefore is that there is a significant relationship between the services provided by the library and adequate staffing.

Research Question Five: What are the factors that can affect the provision of library services?

Table 6: Factors that affect the Provision of Library Services.

S/N	Item	Mean	SD	Decision
1	Poor maintenance culture	3.39	0.591	Agree
2	Inadequate funding	3.50	0.500	Agree
3	Inadequate staff	3.33	0.577	Agree
4	lack of awareness of library services	3.28	0.558	Agree
5	The available infrastructural facilities in the library are not enough	3.56	0.497	Agree

Results on table 6 shows that the library are faced with a number of challenges like available infrastructural facilities in the library are not enough which ranked the highest with a mean score rating of 3.56 and was followed by inadequate funding with a mean of 3.50, 3.39 for poor maintenance culture, 3.33 for inadequate staff and lack of awareness of library services with a mean score of 3.28 respectively.

Summary of Findings

The major findings of the study are summarized as follows:

1. It was found that majority of the staff are non-professionals.
2. The only services provided by the library are users education/orientation, circulation services, reference services and reprographic/binding services.

3. That the staff are not adequate to provide the library services
4. There is a positive and moderate relationship which is significant between the services provided by the library and adequate staffing.
5. That the library is faced with a number of challenges ranging from poor maintenance culture, inadequate funding, inadequate staffing, lack of awareness of library services and inadequate infrastructural facilities.

9. DISCUSSION OF FINDINGS

From the data analysis presented, the result shows that the library has 3 professional, 3 para-professional and 12 non-professional. This implies that majority of the staff are non-professionals. This is not in line with LRCN (2014) which recommended a mix of professional, para-professional and supportive staff in certain proportion (40:60) as part of minimum standards for academic libraries. It affirms that para-professionals play a crucial role in the library system by performing certain routines that are instrumental to effective service delivery.

Research question two as analyzed revealed the services provided by the library. The result of the analysis indicated that users education/orientation, circulation services, reference services and reprographic/binding services are the only services provided by the library. There is need to provide variety of library services to users because the ultimate goal of today's information professional depend largely on the kind of information services they provide. Supporting this, Popoola and Haliso (2009) viewed Library services as the activities that libraries and their personnel render to meet the information needs of their users. Academic libraries are repository of knowledge where services like internet service, current awareness service, selective dissemination of information, reprographic service, bindery services, indexing and abstracting service, circulation of library information resources, CD-ROM database search, bindery etc are rendered to clients of the library.

From the data analysis presented in research question three, the result shows that the staff are not adequate enough to provide the library services. There is need to have adequate staff in the library in order to provide effective services to users. The above result is not in line with Arubayi (2009) who stated that the strength of a good educational programme is not the beautiful buildings, adequate equipment/facilities, sound curriculum but the quality and quantity of the staff. Qualified personnel are needed in order to achieve the objective of educational institutions. Similarly, Issa, et al (2016) also confirmed that academic libraries, as hubs of intellectual activities of tertiary institutions of learning, require seasoned and qualified personnel to carry out their functions effectively.

It was found that there is a positive and moderate relationship which is significant between the services provided by the library and adequate staffing. This invariably means that adequate staffing can influence the type of services provided by the library. This finding is in consonance with Oriwo (2001) who contended that the success or failure of a library depends on the skill and abilities of people who make up the staff. Hence, staff must be sufficient in number to meet the demands made upon it, and it should have the right mixture of qualifications and experience in order to perform up to users' expectation.

It was also identified from research question five that the library is faced with a number of challenges. Some of the challenges are poor maintenance culture, inadequate funding, inadequate staffing, lack of awareness of library services and inadequate infrastructural facilities. This result is in agreement with Khan (2011) who observed that lack of trained staff, lack of maintenance and inadequate staff

are challenges faced by the library staff in provision of library services. Supporting this, Bhatti & Jumani (2012), identified the problems faced by the libraries and their patrons and which needed to be addressed as inadequate funding; inadequate staffing; insufficient communication between various departments and librarians; users' lack of information literacy skills; inadequate copies of library materials for users; and lack of enabling infrastructure including IT infrastructure; insufficient information resources; insufficient OPAC and Internet terminals; outdated materials; mutilated books and long service queues; missing books, unreliable photocopying services and unfriendly security personnel.

10. EDUCATIONAL IMPLICATIONS OF THE STUDY

The findings of the study showed that there are no adequate staff in the library, services provided by the library are users education/orientation, circulation services, reference services and reprographic/binding services, there is a positive and moderate relationship which is significant between the services provided by the library and adequate staffing and poor maintenance culture, inadequate funding, inadequate staffing, lack of awareness of library services and inadequate infrastructural facilities are the challenges faced by the library. The implication of these findings is that when there is inadequate staff in the library, it will affect effective service delivery to users which is the ultimate goal to any library. The implication of limited services provided in the library will make the users not to see reasons patronizing the library knowing fully that the library do not have enough services to render. The implication of the challenges is that the library cannot encourage the staff and user. Addressing the challenges faced by the library will bring about a positive change in terms of staffing and services provided.

11. CONCLUSION AND RECOMMENDATIONS

It is apparent that adequate staffing is essential to the provision of library services in Polytechnic libraries. It has been revealed with great concern the inadequate staffing and low level of provision of library services in Captain Elechi Amadi Polytechnic Library. Inadequate and low quality staffing had impacted negatively on the service delivery. Therefore, the study recommends that:

1. The polytechnic should consider the recruitment of more librarians at the professional and para-professional levels in order to increase productivity as well as providing sufficient services in the library.
2. The library should increase the number of services they render such services can be indexing and abstracting, SDI, CAS, Internet services etc. this will encourage patronage.
3. There should be a good working condition for the library staff in order for them to be motivated and be adequate enough to provide the library services.
4. The relationship between staffing and library services provided is significant. Therefore, there is need for the libraries to carefully access the LRCN Minimum Standards and Guidelines for Academic Libraries in Nigeria and implement it, especially as it affects staffing of the library. Para-professional should be encouraged to further their education in line with the profession and non-professional in the library should be advice to take a course on librarianship since they are working in the library in order to provide effective library services.
5. Maintenance and provision of infrastructure, funding should be given a priority in the library in order to provide effective services.

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