



Poor Manpower Development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries, South-South, Nigeria

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Abstract

This study was carried out to determine the relationship between Poor Manpower Development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries in South-South Nigeria. In order to achieve this purpose, one research question and one null hypothesis was formulated to guide the study. The research design for the study was correlation research design, used to discover relationships between independent and dependent variable of the study. The population of this study consisted of 2970 postgraduate students registered in the university libraries in the area of study. A sample size of 891 respondents was determined using 30% of the population. The researcher developed instrument titled Poor Manpower Development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries Questionnaire to collect data for the study. The instrument was validated using face validation method. Internal consistency of the instrument was determined using Cronbach Alpha statistics to obtain a reliability coefficient of 0.88. Pearson Product Moment Correlation Coefficient (PPMC) was used for answering the research question and also used for testing the hypothesis at .05 level of significance. The study confirmed that there is significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries.

Keywords: Manpower, Development, Postgraduate Students, Satisfaction, Federal University Libraries, South-South, Nigeria.

Reference to this paper should be made as follows:

Omehia A. E., & Okwu, E. (2021). Poor Manpower Development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries, South-South, Nigeria. *International Journal of Scientific Research in Education*, 14(2), 366-374.

INTRODUCTION

Poor manpower development signifies the absence of programmes designed by organisations to help in keeping staff abreast of recent developments and new methods of performing their duties. Manpower development could also mean the training and retraining of staff to enhance effective performance. It can be done through on the job training, workshop, seminars and other staff development training programmes or strategies. It is therefore necessary to understand that poor manpower development may incapacitate staff abilities to adapt to changes at the emergence of new technologies if not given due attention. It is equally necessary to note that poor manpower development for university libraries makes it difficult to operate new innovations in the library. The professionally exposed staff would be in position to guide students professionally.

However, Poor manpower development has become a big challenge that is currently facing university libraries today. The challenges of poor funding in Nigerian universities have led to poor manpower development in university libraries. Ishola (2014) alluded this fact by stating that universities in Nigeria are poorly funded. This scenario limits the training opportunities and programmes that could help in keeping workers abreast of recent developments and new methods of performing old functions. Considering the above statement Ajidahun (2007) hinted that training remains an integral part of vocational or career development that is fast becoming a pervasive global phenomenon in any establishment and thus should be encouraged in organisations. In view of the above fact, Fitzgibbons (2008) pointed out that library automation as a new practice in university libraries requires library training, especially in developing countries of Africa the author pointed that Undergoing training on library automation and its application early is thus needed for libraries to understand the new trends in library networking and other developments in librarianship.

This study was carried out in the south-south Nigeria. The south-south zone of Nigeria has six states. The zone which is also known as the hub of hydrocarbon industry accounts for over 90 percent of the country's revenue. In addition to the hydrocarbon activities, the zone is also seen as agricultural produce zone but at subsistence level. In terms of educational development, most of the states in the zone are considered educationally less developed. There are seven federal universities in the zone namely; University of Benin, University of Calabar, University of Port Harcourt, University of Uyo, Federal University Otuoke, Bayelsa State, Nigerian Maritime University, Delta State and Federal University of Petroleum Resources Effurun, Delta State.

Statement of the Problem

The main function of the University Library is to ensure that information resources are utilised with the aim of satisfying the information needs of university students. Information utilisation by students implies the availability and accessibility of information resources as well as the ability to use the facilities that are provided in the university library. It is generally accepted that the quality of a library depends to a large extent on the quality of library collections, facilities and services rendered by the staff. However, despite the importance of university libraries in enhancing successful information services to postgraduate students, university libraries seem not to be adequately structured to provide satisfactory services. The inability to provide sustainable satisfactory services may be as a result of poor manpower development of library staff.

The resultant effect of the above scenario can lead to dissatisfaction in the utilisation of library's information resources by postgraduate students and further lead to poor

scientific research and poor users' attendance to the university libraries. It is this observation that prompted the researcher to study how poor manpower development of library staff relates to postgraduate students' satisfaction with the use of Federal University Libraries in south-south Nigeria.

Purpose of the Study

The main purpose of this study is to determine the relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries in South-South Nigeria.

Research Question

What is the relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries?

Hypothesis

There is no significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries,

THEORETICAL FRAMEWORK

This study was guided by the Customer Satisfaction / Dissatisfaction (CSD) Theory by Xi Shi, Patricia and Peter (2004). This theory proposes that satisfaction for library users is a function of user's satisfaction with the information as product(s) received as well as the library services utilised to obtain the information product. In this theory, information is regarded as a consumable product by library users. Users here are seen as customers who are having a purchasing experience when they go to the university libraries to search for information that is relevant to their needs. According to the authors, customers have some pre-purchase standards in their minds such as performance expectation that guide their purchasing activities just as students have expectations from information sought for in the library. After purchasing a product or service, customers evaluate the performance of the product or service against the pre-purchase standard.

Accordingly, Customer Satisfaction/Dissatisfaction (CS/D) is defined as the customer's response to the evaluation of a perceived discrepancy between the pre-purchase performance standard and the actual performance of the product or service after its consumption. When performance is greater than expectations or the pre-purchase standard resulting in positive disconfirmation, satisfaction occurs. When performance is less than expectations or other pre-purchase standard resulting in negative disconfirmation, dissatisfaction occurs. This theory of customer satisfaction/dissatisfaction can therefore be used to explain postgraduate users' satisfaction formation processes in library by evaluating the service performance of library staff as it concerns information services based on library staff manpower development. In this theory, performance can be seen as the subjective perception of quality of library's information dissemination service.

The key elements of this theory to this study lies on the performance of library in terms of dissemination of information products and library services utilized based on manpower development of staff to help students obtain desired information. The performance of dissemination strategies and other services to postgraduate students after it is consumed could be used to enhance satisfaction of postgraduate students with the use of

university libraries. Relating this theory to this study, postgraduate students evaluate the attributes of library services such as the ease with which information is packaged, sought for, retrieved using relevant facilities and electronic based information resources as a result of manpower development against some pre-consumption or disconfirmation standard. When their judgement of the library's information dissemination service exceeds their pre-purchase standard(s), satisfaction occurs and they are encouraged to patronize the library. But, when their evaluation of the library's information dissemination falls short of their pre-purchase standard(s), dissatisfaction occurs and they are discouraged from using the library.

CONCEPTUAL CLARIFICATION

University Libraries

University libraries are dynamic and change technologically as users' needs change. This implies that university libraries must be ready to change as users' needs change with the view of solving information needs of students. Sharma *et al.*, (2011) pointed out that the concept of the library has changed and also revised its role due to the impact of e-resources. Akintunde (2004) stated that libraries today are changing their ways of service delivery and are also termed "digital" or "hybrid" libraries that use electronic devices for operations to communicate with others and share information globally. Libraries now use electronic devices to create access to resources with the aim of enhancing quicker and improved services, thereby making unique contributions to the success of students and educators.

Inadequate training in organisations, cause ineffectiveness as Jain and Rowley cited in Dawha (2009) posited that lack of training results in lack of ability to use existing knowledge and consequently causes ineffective services, lack of customer satisfaction, and lower productivity. Poor manpower development promotes negative attitude in services and leads to poor technical skills to handle Information and Communication Technologies (ICTs) in the libraries and this further leads to underutilisation of electronic resources. Based on this Oke and Oguntuase (2010) submitted that training and development of staff in any academic library contributes significantly to productivity.

Manpower Development

Despite the importance of manpower development, Aina (2004) noted with dismay that training and development of library assistants has not been given due consideration to aid employee needs and competency. Egbo and Okeke, (2009); Olowu and Ademolekun (2002) all agreed that the aim of human resources development was to provide the scope for the acquisition of knowledge, which enables trainees gain self-confidence. Training equips employees to gain satisfaction on the job and prepares them to carry out more complex functions. A well-conceived and developed programme of staff training in the library could contribute meaningfully to reconciliation of conflicts and improvement of information dissemination strategies in university libraries. To ensure effective manpower development, organisations are required to conduct training needs assessment as to ensure that the right training is given to staff. The authors further highlighted that ensuring training programmes on continuous basis, will motivate staff to perform exceptionally well. And the process of identifying training needs is to carefully look at programmes that need to be carried out with sensitivity. In the light of the above, Olaniyan and Ojo (2008) confirmed that success of a training programme is very crucial for the survival of any organisation.

The improvement of technical skills to handle ICTs is achieved through manpower development. This statement was supported by Vijeyaluxmy (2015) who posited that

continuous training is an essential factor that enhances positive attitude in service delivery. The author pointed that it was very necessary to develop required knowledge and skills to tackle problems effectively. Okanlawon (2008) also highlighted that training of staff is necessary to enable workers understand job requirements and contents and noted that staff that understood the requirements and contents of their job expectations did better in service delivery. Fitzgibbons (2008) opined that training of librarians and library assistants could provide the confidence necessary to tackle the mental and technical stress in librarianship, especially in these days of digital librarianship. The author pointed that computer skill was requisite for library work in general, as it would help librarians and library assistants to troubleshoot computers and assist clients in all areas of library services.

The Difference in Training, Education and Development

Highlighting the difference in training, education and development, Aina (2006) differentiated between training, education and development; and illustrated that in training, employees are made to master the special technology used by their organisation before they can perform their task satisfactorily. Training according to the author is the acquisition of technological knowhow with which employees performed their duties. Training therefore connotes discipline and systematic action that help people to acquire new skills and knowledge. Concerning education, the author expressed that education was different from training in the sense that education dealt with human development and activities which are designed to improve the overall competence of the employee in a specified direction and beyond the job currently held. For development, the author hinted that development prepares the employees so that they can move with the organisation as it develops changes and grows. Development programmes to this author, gives the opportunity to enrol for evening class, seek in-service training, seek for study leave as to embark on a particular programme, etc., that will enable the employees acquire new horizons, new technological knowhow and new viewpoints.

Training and development in a library enhance individual's capacity to contribute optimally to the development of the library. Corroborating this, Olaniyan and Ojo (2008) mentioned that training and development of library assistants is very crucial due to environmental changes and technological innovations. The enormous challenges of library services carried out daily by library staff, necessitates their need to undergo adequate training as to engender quality services to library patrons. Obi (2003) advised that employees should be trained so as to make them adapt to the organisation's chain of workforce and rapidly incorporate new technology that will remove obsolescence. The author further indicated that training is a motivational factor that is used to improve performance and coping with additional responsibilities. He noted that training is physically, socially, intellectually, or mentally designed to facilitate productivity.

Importance of manpower development cannot be overemphasised as Dawha (2009) hinted that it promotes library's effort to provide services to the university community. The university community of library users includes the postgraduate and undergraduate students, staff and other people living around the university environment. Fitzgibbons (2008) stressed that regardless of the category of staff (professional librarian Para-professional technicians, security and library assistants) they all require certain skills to effectively carry out an acceptable and appreciable level of library services that will enhance the satisfaction level of all the library users in its community. It is important to note that at the point of entry into the job, a library assistant is required to go through some training to equip him or her for the task ahead. University libraries require holistic training covering all areas of services from circulation, reference, technical, serials, and Information Communication and Technology

(ICT) support among others. But where training is lacking, certainly, the effect will be felt on quality of services provided. The importance of training cannot be overstressed as Egbo and Okeke (2009) argued that lack of training has a negative influence on the success of an organisation's success.

In addition, Onah (2003) posited that the importance of staff training and development in any organisation is clear if we recognize that the structure that sustains every organisation depends on the individuals that operate the structure. The acquisition of requisite skills and competence by person through training and development programmes is an important determinant of productivity. It offers the personnel an opportunity to imbibe the desired attitude and behaviour that enforces productivity. It also helps to learn effective organisation techniques and time-tasted efficiency practices in the use of resources. The staff also gains confidence with which success is achieved. By so doing, develops the capacity to perform. Mac-Anthony and TB van Der Walt (2016) found out that there is a positive relationship between staff training and development and work performance of library staff in the selected university libraries in Ghana.

METHODS

The design adopted for this study was correlation research design. The study was carried out to determine the relationship between Poor manpower development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries in South-South Nigeria. The population of this study consisted of 2970 postgraduate students registered in the university libraries in the area of study. A sample size of 891 respondents was selected using 30% of the population for the study. The researcher developed instrument titled "Poor manpower development and Postgraduate Students' Satisfaction with the Use of Federal University Libraries Questionnaire to collect data for the study. The instrument was validated using face validation method. Internal consistency of the instrument was determined using Cronbach Alpha statistics to obtain a reliability coefficient of 0.88. Pearson Product Moment Correlation Coefficient (PPMC) was used for answering the research questions and also used for testing the hypotheses at .05 level of significance.

RESULTS

The results of data analysis carried out on data collected for the study are presented in thus. The findings that emerged from the analyses are presented. The presentation was done using PPMC to answer the research question and testing the hypothesis.

Data Analysis

Answer to Research Question

What is the relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries?

Table 1: The result of correlation analysis of the relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries (N= 879)

Variables	$\sum X/\sum Y$	r-value	Remarks
Poor manpower development	22653	- 0.63	Negative relationship
Postgraduate students' satisfaction with the use of Federal University Libraries	68623		

The result presented in Table 1 revealed the r-value of -0.63 which indicates a negative relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries. The negative sign indicates that the more there exists poor manpower development as a barrier, the less satisfied the postgraduate students are and also the less there exists poor manpower development, the more satisfied the postgraduate students are in Federal University Libraries.

Test of Hypothesis

There is no significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries. Pearson Product Moment Correlation was adopted to test this hypothesis. The result of the analysis is as presented in table 2:

Pearson Product Moment Correlation Analysis of the relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries (N= 879)

Variables	$\sum X$	$\sum X^2$	$\sum XY$	r-cal	r-cit	Decision
	$\sum Y$	$\sum Y^2$				
Poor manpower development	22653	670583	1751199	-0.63	0.062	Significant
Postgraduate students' satisfaction with the use of Federal University Libraries	68623	5365949				

*Significant at .05 level, df = 877

The result as shown in table 2 indicates that the calculated r-value of -0.63 is greater than the critical r-value of 0.062 at .05 level of significance and with 877 degrees of freedom. Therefore, the null hypothesis which stated that there is no significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries was rejected. This implies there is significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries.

FINDINGS

The finding of the study revealed that poor manpower development relates negatively with postgraduate students' satisfaction with the use of Federal University Libraries. The hypothesis testing also rejected the null hypothesis. The implication of this finding is that the more there exist poor manpower development, the less satisfied the postgraduate

students are and also the less there exists poor manpower development, the more satisfied the postgraduate students are.

DISCUSSIONS

Poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries

The finding of the study revealed that poor manpower development relates significantly with postgraduate students' satisfaction with the use of Federal University Libraries. This finding supports Jain and Rowley cited in Dawha (2009) who posited that lack of training results in lack of ability to use existing knowledge and consequently causes ineffective services, lack of customer satisfaction, and lower productivity. The finding is also in support of Oke and Oguntuase (2010), who submitted that training and development of staff in any academic library contributes significantly to productivity because trained staff are motivated and better equipped to utilize their knowledge, skills, and abilities. The finding supports that of Otsonu et al. (2016), who found that good staff development increases the quality of services rendered for greater productivity in organizations. The finding further lend credence to that of Mac-Anthony and van Der Walt (2016), who found out that there is a positive relationship between staff training and development and work performance of library staff in the selected university libraries in Ghana.

CONCLUSION

Based on the findings of the study, it was concluded that poor manpower development, negatively related to Postgraduate Students' Satisfaction with the use of Federal Universities. This implies that poor manpower development, have the capacity to stall the satisfaction of postgraduate students with the use of Federal University Libraries in South-South Nigeria.

Recommendations

Based on the findings of the study, the following recommendation was made:

Since the study found out that there is significant relationship between poor manpower development and postgraduate students' satisfaction with the use of Federal University Libraries. And that inability of staff in the university libraries to embark on early and timely training produces negative effect on service delivery. Also, that lack of training results in lack of ability to use existing knowledge and consequently causes ineffectiveness. It is therefore recommended that authorities of university libraries should ensure manpower development to encourage and boost staff abilities in the face of technological developments as it concerns library services to postgraduate students and other library users.

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