University of Nebraska - Lincoln
DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal) | Libraries at University of Nebraska-Lincoln

1-1-2013

MANAGEMENT AS SINE QUA NON TO PRODUCTIVITY IN ANY ORGANISATIONS, A STUDY OF PUBLIC LIBRARIES IN NIGER STATE, NIGERIA.

Olatokunbo C. OKIKI Dr
University of Lagos, Nigeria, chrisokiki2009@yahoo.com

Follow this and additional works at: http://digitalcommons.unl.edu/libphilprac

Part of the Library and Information Science Commons

OKIKI, Olatokunbo C. Dr, "MANAGEMENT AS SINE QUA NON TO PRODUCTIVITY IN ANY ORGANISATIONS, A STUDY OF PUBLIC LIBRARIES IN NIGER STATE, NIGERIA." (2013). *Library Philosophy and Practice (e-journal)*. Paper 994.
http://digitalcommons.unl.edu/libphilprac/994

MANAGEMENT AS SINE QUA NON TO PRODUCTIVITY IN ANY ORGANISATIONS, A STUDY OF PUBLIC LIBRARIES IN NIGER STATE, NIGERIA.

DR. G.A. BABALOLA

DEPARTMENT OF LIBRARY AND INFORMATION TECHNOLOGY, FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA,NIGER STATE, NIGERIA

E-MAIL : gaboft7r7@gmail.com, gideonbabalola@futMinna.edu.ng, gideonbabalola@rocketmail.com and gaboft@yahoo.com .

AND

OKIKI, Olatokunbo Christopher. P.hD

OKIKI, Olatokunbo Christopher hold a B.A in (Philosophy) and Master and Doctoral degrees in Library and Information Studies at University of Ibadan, Nigeria. He works as librarian at University of Lagos Library, Nigeria and currently, Head of Automation Unit. He can be reached at: chrisokiki2009@yahoo.com or cokiki@unilag.edu.ng

Abstract

The study exammed effective management as the basic and indispensable condition that must be met for enhanced productivity in any organisations with specific reference to public libraries in Niger State, Nigeria. Survey research design was used for the study . Total enumeration technique was used to cover all the 77 librarians that were found in the five public libraries in Niger State used for the study. The libraries used for the study are those located in: Minna, Kotangora, Bida, Lapai and New Bussa. The data gathered were analysed with simple descriptive statistics of frequency counts and percentages. Part of the findings of the study revealed that management promoted effectiveness in service delivery as indicated by 57 (91.7%) respondents ;and that management impacted positively on the productivity of librarians as indicated by 55 (88.7%) respondents . it was concluded that management exerted great influence on the productivity of librarians in all the libraries sampled and that effective communication strongly influenced efficient management which consequently influenced librarians productivity. It was recommended amongst other things that efficient management must be provided; vertical and horizontal communication strengthened; and government should give enough budgetary allocation to all the libraries sampled.

Key words: Management, Sine qua non, Productivity in any Organisations, Public Libraries

Introduction

Attainment of high productivity is of primary concern to management and employees of most organisations including public libraries. The concern for productivity, especially in the public sector in Nigeria has increased with intensity in recent times. This culminated in the establishment of the National Productivity Centre under the Federal Ministry of Employment, Labour and Productivity (Osoba, 1999, Umeh and Usman, 2000). The primary duty of the National Productivity Centre as spelt out by National Productivity Decree number 7 of 1987 is to stimulate productivity consciousness among Nigerian workers; and to develop and supply the right technical solutions to productivity problems across all sectors of the national economy. It is against this background that governments have resorted to the introduction of welfare packages as a source of motivational strategy for higher productivity, and improvement in government establishments (Eghe, 2001; Choudhary, 2004).

Sine qua non has been defined as something that is essential before you achieve something else (0xford advanced learner's dictionary, 2006). For the purpose of this research, management t is defined as the sine qua non upon which high productivity in any organisations, including public libraries is predicated. Productivity is about work, corporate organisation, profitable labour, intelligent and rewarding work. It is about employability and profitability. Productivity has been viewed as the measure of how well resources are brought together and utilised in an organisation for accomplishing a set of result. It is reaching the highest level of performance with the least expenditure of resources (Mali, 1978, Johnson, 2012)

What an organisation produces- (qualitatively and quantitatively) and the extent to which such an organisation could compete favourably among similar organisations in the ever competing global market could go a long way to affect its relevance in the digital cum information society. No wonder all organisations are doing their best to optimise their productivity so as not to be sidetracked in the scheme of things in the evolving global information market. Most organisations are now trying to join forces with high performing organisations (HPO).Majority are also undergoing structural changes which have been described as Business Process Re-engineering (BPR) so as to remain relevant in an age that is replete with gamut of alternative service providers (Coping with change,1997, Henczel, 2002)

Hadley,(2002) cited by Chandler and Carrol (2002) observed that revenue per employee is a commonly used metric in the business sector to measure profits, operational efficiency, growth and productivity. Henczel (2002) averred that organisations need to compare and measure their policies, practices, philosophies and performance against High Performing Organisation anywhere in the world. He stated further that the process of benchmarking is used to indentify useful business practices, innovative ideas, effective operating procedures and charting strategies that could be adopted by any organisation to accelerate its own progress by ensuring quality, high productivity and cost improvement. Productivity is the relationship of input to output and is expressed as: value of output/cost of input>1 (Kreitner, 1992, Babaita,2010)

Productivity is the hallmark for the establishment of any organisations including public libraries. Any organisations in this study refer to all establishments which include: non-profit, not for profit, profit making organisations, public and private corporations; partnership ,joint stock companies etcetera. Public libraries are non-profit information organisations which are located in specific geographical human settlement. They are usually established to meet the need of the immediate community amongst other functions. In this study, public libraries refer to libraries in the cities, towns and villages That is, libraries in urban and rural areas. Management and employees of all organisations crave for high profitability, performance and productivity. Non productive or low productive organisations are already moribund in the digital cum information age that is characterised by stiff competition among service providers.

Management of any organisations including public libraries is the bedrock of high productivity. Profitability, employability and productivity in any organisations will be a mirage without proficient management. Machine, material, money(capital) and men have to be combined in reasonable proportion in any organisations. Machine, material ,money (capital) and men left to themselves alone in any organisations including public libraries might be unproductive or less productive. Management (through human ingenuity and entrepreneurship skills) should be able to tactfully combine both human and material resources for optimum productivity in any organisations. Management mars or makes an organisation. Successful managers are those managers who are able to study their workers, the work environment and tactfully use their administrative acumen to satisfy their employees with ultimate aim of bringing out the best in them. High productivity is impossible without

effective job satisfaction. Management ought to fully study, identify and provide what would give utmost job satisfaction to their employees in a given work environment. This is the only pre-cursor to high productivity and profitability in any organisations.

No matter how automated an organisation might be, high productivity is still dependent on the effective management of the work force (Tella, Ayeni and Popoola, 2007). Management could efficiently manage and motivate the work force for optimum productivity with any of or all of the following. Satisfying wages that are commensurate with the job done could be given. Such wages could be higher than what are obtainable in similar organisations as means of incentive. Moreover, incentive packages could be given to workers. Such packages could include: retirement benefits, housing and car grants, promotion, elevated job status, staff training, improving the condition of service etcetera. Management could as well deliberately put a face lift on the physical work environment. This is because workers normally rate themselves in terms of the physical work environment. The work environment has direct bearing on workers' productivity (Ndagana, 2007, Kampert, 2008, Shahzad, Mumtaz, Hayat and khan, 2010).

It must be stated that what is satisfying to workers in a particular situation might be a dissatisfying factor in another. The duty of carefully studying the workers, the work environment, identifying and giving what (or a combination of what) the workers need most at a particular time lies in the hand of management. When management are able to get to the point of giving the workers what they want, the immediate and long term res pose of the workers in all probability would be dedication to job. When workers are dedicated to their job, they also become loyal to the job and to the employer. Committed and loyal employees would want to do everything that would safeguard the interest of their job and organisation. They would be unwilling to partake in any act that could tantamount to wastage and vandalisation of the organisation resources. Committed and loyal workers are assets in any organisations. Committed and loyal workers are productive workers. It is not easy to recruit and retain disgruntled and disloyal workers. Disloyal workers are liabilities in any organisations. They are very costly to maintain. The cost of maintaining disloyal workers could range from: paying for the services that were never rendered, absenteeism, paying lip service, leaking official secrets and outright vandalisation of the organisation capital base

Whether employees are good or bad, productive or unproductive, loyal or disloyal etcetera management should be held accountable. The administrative styles(or a combination of styles) of a given management could affect the employees under them. Good or bad employees, productive or unproductive employees, loyal or disloyal workers, good or bad followers etcetera on most occasion take cue from the type of leadership or management appointed over their various organisations. Therefore, without mincing words, management (leadership) guarantees efficiency, profitability, dedication, loyalty, attainment of organisational goals, organisational growth and productivity of the work force amongst other things. Management , administration and leadership are concomitant terms(Ezeocha,1990, Offiong, 1997). Of all the tasks of management, managing the human component is the central and most important task because all else depends on how well it is done. In effect, every manager must pay particular attention to the human and interpersonal factor of management since his success or failure would depend largely on how best he harnesses them. Management involves the creation and maintenance of an environmental for the performance of individuals working together in groups towards the accomplishment of common objectives (Koontz and O'Donnel, 1997). Management or leadership encapsulates the total manner by which a manager influences the actions of subordinates. Adeleke, 2001,Edoka, 2002 and Ngoke, 2002 described management as getting things done through others and at the same time ensuring the optimum achievement of organisational goals. A leader has been described as the fulcrum upon which the success or failure of any organisational goals rest (Henman, 2007).

From the foregoing, it is incontestable to affirm that management or leadership determines productivity. The type of management an organisation has would go a long way to determine whether that organisation would be a High Performing Organisation (HPO) or a Low Performing Organisation (LPO). For any organisations like public libraries to be productive and still remain relevant in the digital age that is rife with alternative information providers, effective management is a sine qua non. The choice of public libraries for a research of this nature is appropriate for the following reasons. Public libraries are libraries at the grass root. They are libraries that are specifically situated to meet the information needs of the immediate communities where they are situated.

Since public libraries are community based, any developmental cum strategic planning especially in the area of information should emanate from public libraries. For

instance, if the goal of the government is to meet the information needs of the rural illiterates, the onus of accomplishing such a goal lies with public libraries. Moreover information cum awareness campaigns that are specifically designed to touch the lives of the people at the grass root could be strategically carried out with the instrumentality of public libraries. Public libraries have been popularly referred to as community universities. The illiterate folks that use public libraries could avail themselves of the services of the information professionals in the public libraries. By making the most use of such services they are most likely to become literate in due course. The information resources in public libraries, however, might not be put to optimum and profitable use without the professional services of the librarians in these libraries. The librarians in various public libraries are to serve as guide to the users of the libraries in their various geographical domains.

For the librarians to serve their patrons efficiently, they must be given all encouragement by the library management. Library management ought to provide suitable work environment, suitable condition of service and other modicum of comfort as job morale booster with the ultimate aim of optimising the productivity of the librarians. The public libraries at Minna, Kontagora, Bida, Lapai, New Bussa were specially selected for the study. It is hoped that the information gathered from these libraries could be used as basis of generalisation for Niger state as a whole. Cases of low research productivity especially in academic libraries have been established (Adomi and Mordi, 2003). Such cases of low research productivity might not be unconnected with the type of management or leadership style of such libraries. This study, therefore, examined the role of management as the bed rock for enhanced productivity in public libraries in Niger State.

Management make or mar any organisations, including public libraries. The impact of management and their administrative style could be enormous on the productivity of the workesr including public libraries. If workers are productive or unproductive, loyal or disloyal etcetera the underlining factor amongst others is management. It has been discovered that some academic librarian are unproductive in terms of research productivity (Adomi and Mordi, 2003). Low research productivity of the academic librarians could be traced to management and their administrative style. The administrative style could go a long way to affect the productivity of the librarians. If the management fail to provide suitable work environment this could affect the productivity of the librarians. Moreover, if librarians are not promoted as at when due nor giving job status that matches their position, their

productivity could suffer. In addition, if librarians do not enjoy other job incentives like staff training, job security, retirement benefit etcetera, their productivity could be affected. In essence, management is a major determining factor on the productivity of the librarians. The management style could determine whether librarians would be productive. If they are not productive, management must be held responsible. The study, therefore, exammed management and administrative style as a basic and indispensable condition that must be met before enhanced productivity of the librarians in public libraries in Niger State could be guaranteed.

Objective Of The Study

The main objective of the study is to examine the impact of management and administrative styles on the productivity of librarians. The specific objectives include to:

1. determine the effect of management on the productivity of librarians in Niger State, Nigeria.
2. determine the effect of effective communication on the productivity of librarians in Niger State, Nigeria.
3. identify the libraries where management exerted the greatest or the lowest impact on the productivity of librarians in Niger State, Nigeria.

Research Questions

To achieve the foregoing objectives, the following research questions are asked:

1. What is the effect of management on the productivity of librarians in Niger State, Nigeria?

2. What is the effect of effective communication on the productivity of librarians in Niger State, Nigeria?

3. In which libraries do the management exerted the greatest or the lowest impact on the productivity of librarians?

Scope and Justification for the Study

Though there are many libraries in Niger state, only five (5) were purposively and strategically chosen. The public libraries used are those of Minna ,Bida, kotangora, Lapai and

New Bussa. These libraries were selected for the following reasons. One ,they are all strategically located. Two, in terms of population, the towns where the libraries are located are populous compared with other settlements in Niger state. Three, each of the locations has at least one higher institution of learning which couid serve as influencing factor on the reading habit of the populace. It is believed that the information gathered from there libraries could be used as the basis of generalisation for other libraries in Niger State..

The justification for the study is predicated on the fact that if efficient management (administration) are provided in the libraries, the productivity of librarians would receive a boost. There is, therefore, the need to put efficient management in place for anticipated maximum productivity of the librarians.

Research Methodology

Survey research design was used to cover all the public libraries in Minna, Kotangora, Bida, Lapai, and New Bussa. The research instrument used for data collection is the questionnaire. Total enumeration technique was used to cover all the librarians in the libraries used for the study. The findings of the research were analysed with simple statistics like percentages and frequency counts.

Analysis of Research Findings

All the 77 librarians that are found in the public libraries used for the study as at 2012 were covered by total enumeration technique. The findings of the research were analysed and presented in descriptive form below

Table 1: Respondents Per Library

NAME OF PUBLIC LIBRARIES	COPIES OF QUESTIANAIRE ADMINISTERED	COPIES OF QUESTIONAIRE RETURNED	PERCENTAGE %
MINNA	37	31	83.8
KOTANGORA	9	7	77.8
BIDA	12	10	83.3
LAPAI	10	8	80
NEW BUSSA	9	6	66.7
TOTAL	77	62	

From Table 1, thirty-seven[37] copies of the questionnaire were distributed at Minna public library and a total of 31 (83.8%) were returned, 12 were distributed in Bida and a total of 10(83.3%) were returned. Sixty- two (80.5%) copies of the questionnaires were retrieved from the five public libraries used for this research.

Table 2: Effect of Management on Librarians' Productivity

EFFECT OF MANAGEMENT ON PRODUCTIVITY	FREQUECY	PERCENTAGE
Management has impacted greatly and positively on my productivity	55	88.7
It has promoted effectiveness service delivery	57	91.9
It has helped to accomplish great task within a limited time	52	83.9
It has provided technical support to various library functions	30	48.4
It has provided modern and basic ICT tools to carry out library routine	20	32.3
It gives room for use of initiative and creative ideas	30	48.4
Full freedom to embark on research given	25	40.3
Staff development guaranteed	20	32.3
Provide suitable and enabling work environment and condition	35	56.5

It is obvious from Table 2 that management exerted very great influence on the productivity of librarians as majority of them affirmed that management has impacted positively on their productivity.

Table 3: Effect of Effective Communication on The Productivity of Librarians.

IMPACT OF COMMUNICATION ON PRODUCTIVITY	FREQUENCY	PERCENTAGE
There have been regular and unhindered communication form top management to junior librarians	51	83.3
Messages that are sent from head of units to others librarians are usually clear	52	83.9
Vertical and horizontal communication amongst mates, junior and senior colleagues are frequent	30	48.4
As a matter of fact communication has significantly improved my productivity in the past three years (2010-2012)	49	79
Communication has not impacted positively on my productivity in the last three years (2010-2012)	09	14.5

In Table 3, the effect of effective communication on the productivity of librarian is clearly depicted. Forty-nine (79%) respondents affirmed that it has impacted positively on their productivity in the past three years (2010-2012), 51(82.3%) indicated that there have been unhindered communication from top management to junior librarians.

Table 4. Constraints to Effective Management.

Constraints to effective management	**Frequency**	**Percentage**
Poor budgetary allocation	62	100
Depleting infrastructural facilities (such as building ,furniture, system etcetera)	57	91.9
Inadequate provision for staff training	53	85.5
Undue government intervention in the affair of the library	40	64.5
Extra control from headquarters	31	50

In Table 4, 62(100%) respondents indicated that budgetary allocation is the bane of effective management while 57 (91.1%) respondents pointed to depleting infrastructural facilities while 31 (50%) indicated undue control from the library headquarters as the bane of effective management.

Table 5: Effect of Management on the Productivity of Librarians Per Library.

Name of public library	**Total no of respondents**	**Management exerted a lot of influence on your productivity (frequency of respondents)**	**Percentage**
Minna	31	28	90.3
Kotangora	7	5	71.4
Bida	10	8	80
Lapai	8	5	62.5
New Bussa	6	4	66.7
Total	62	50	

In Table 5, it is clear that management exerted the greatest influence on the productivity of librarians in Minna public library with a percentage of 90.3. This was followed by Bida

public library. Management exerted least impact on the productivity of librarians in Lapai public Library with a percentage of 62.5.

Discussion of Findings

It is incontestable from the data analysed in the study that management exerted significant impct on the productivity of the librarians in the various libraries sampled. A good number, 57 (91.9%) indicated that management has promoted effectiveness in service delivery, 55 (88.7%) affirmed that management has impacted greatly and positively on their productivity (Table 2). The impact of effective management on the productivity of workers in any organisations including public libraries cannot be waived aside. In other words, management, leadership or administration is fundamental to workers productivity in any organisations. This corroborated the findings of Musa and Momoh (2006) and Senyah (2012) who described effective management as the sine qua non to workers productivity and attainment of organisational goal. Moreover, management would be an arduous if not an impossible task without effective communication (Table 3). If messages are sent in unclear terms or shrouded in mystery, the responses might be at variance with the management's expectation. In other words, all leaders and managers of organisations should device means of communicating appropriately with their subordinates for the attainment of organisational goals. This is because all leaders must of necessity work with men to achieve organisational goals. Therefore, all managers, administrators or leaders must use a style or a combination of styles of leadership to accomplish organisational goals (Henman, 2007).

Furthermore, if the constraints to effective management like poor budgetary allocation, depleting infrastructural facilities and undue intervention by the government are catered for management would under normal circumstances be able to perform optimally well. This would definitely have cumulative effect on the productivity of the librarians. Finally, the library where management had the greatest impact on the productivity of librarians is Minna public library. This might not be unconnected with the fact that Minna public library is the headquarter of all other libraries in the state. Administrative machinery and control, are more concentrated at the headquarter than any other branches (Table 5). This might have accounted for the reason why librarians at the headquarters enjoyed more of positive administrative impact which consequently impacted positively on their productivity.

Conclusion

From the foregoing, it is apposite to conclude as follows. Management exerted a great impact on the productivity of the librarians in the libraries sampled for the study. Effective communication had significant effect on the management of libraries which consequently had cumulative effect on the productivity of librarians. The impact of management on librarians was felt more at Minna public library (being the state library headquarter) than in any of the branches across the state.

Recommendations

The following recommendations are made in line with the findings of this study.

1. Efficient management should be provided in all the libraries used for this research. This is because management exerted tremendous impact on the productivity of the librarians.

2. Vertical and horizontal communication should be strengthened in all the libraries used for this study. Human beings communicate among one another. One of the major ways by which organisational goals could be achieved and librarians' productivity reach optimum is effective communication.

3. Government should give enough budgetary allocation to all public libraries in Niger State.. With adequate budgetary allocation issues that bother on: depleting infrastructure, staff welfare, staff training etcetera could be taken care of adequately.

4. Libraries should spread out their hands for donations from donor agencies- nationally and internationally.

5. Undue and unnecessary intervention in library management by the state government should be discontinued. Moreover, the library management at the headquarter (Minna) should interfere less in the affairs of management at the branches; if there would be interference at all, it should be tailored toward growth and enhanced productivity.

References

Adeleke, A. (2001). *Management concepts and applications.* Lagos: Concepts publications limited. pp. 109 – 123.

Adomi, E.E. and Mordi, C. (2003). Publication in foreign journals and promotion of academics in Nigeria. *Learned Publishing.*16.4:229-235.

Advance learners dictionary (2006)

Babaita, I.S. (2010). Productivity as a driving force for investment in training and management development in the banking industry. *European Journal of Social Sciences.* 13.2

Chandler, Y. J. and Carroll, M.A. (2002). Libraries and librarians: The key to growth and survival? The relationship between corporate productivity and information services. Paper presented at the special libraries association 93rd annual conference, Los Angeles California USA, June 8-13: Accessed from http://www.ifla.org on March 18, 2012.

Choudhary, S. (2004). *Employee grievances and their reprisal : An empirical study of industries in Haryana Effugence*. Accessed from http://www.academicjournals.org on August 2, 2010.

Coping with change. 1997. Accessed from http://www.income-without-a-job.com on July 17, 2010.

Edoka, B.E.(2000). *Introduction to library science*. Onitsha: Palma publishing and

links company limited. pp. 169 – 177.

Eghe, V.E. (2001). Welfare package as a source of motivational strategy for higher incomes: The strength of variables, contingent and content, bound relationships. *International journal of human resources management*. 12:500-570. Accessed from http://www.academicjournals.org on August 2, 2011.

Ezeocha, P.A. (1990). *Educational administration and planning*. Nsukka: optimal

computer solutions limited.

Hadley, B. (2002). Revenue per employee. Accessed from http://www.sofrwareceo.com/tip_archive on March 14, 2002

Henczel, S. (2002). Benchmarking measuring and comparing for continuous improvement. *Information outlook* 6.7. Accessed from http://www.sla.org on January 31, 2009.

Henman, I. (2007). Staff motivation the key to a strong work environment. *The free library.* Accessed from http://www.the freelibrary.com on February 23, 2009.

Johnson, W. (2012). *Importance of productivity in an organisation.* Accessed from http.www.wizwater.com on July 17, 2012.

Koontz, H and O'Donnell, C. (1997). *Essentials* of *management*. New Delhi: McGraw Hill book company.

Kreintner, R. (1992). *Management 5th ed.* Boston: Houghton Mifflin Company. pp. 26-29.

Mali, P. (1978). *Improving total productivity.* New York: John Wiley and Sons. Pp.48-49

Musa, I.F. and Mommoh, R.L. (2006). Personal leadership profile among librarians: An assessment of the considerations and priorities which affect the leaders' day-to-day activities: A case study of University of Abuja library. *Educational forum* 9.1: 93 – 96.

Ngoka, G.N. (2002). *Stress management in organisation*, *universities and political circles*. Enugu: CECTA (Nig). Ltd

Osoba, A.M. (1999). Productivity in Nigeria. Proceeding of a National Conference, Productivity, Prices and Income Board, Ibadan. Accessed from http://www.academicjournals.org on August 2, 2010.

Senyah, Y. (2012). Motivation and productivity in academic libraries: A case study of the Kwame Nkrumah University of Science and Technology Library, Kumasi. *Journal of Science and Technology*. 23.2:80-84. Accessed from http//:www.crl.accrl.org on April 7, 2012.

Tella, A. Ayeni, C. O. and Popoola, S. O. (2007). Work motivation, job satisfaction and organisational commitment of library personnel in academic and research libraries in Oyo State, Nigeria. *Library philosophy and practice 2007.* Accessed from http://www.encyclopedia.com on April 15, 2008.

Umeh, E.O.C. and Usman, G.A. (2000). Increasing productivity in Nigeria. Proceedings from the 1st National conference in Nigeria, National Manpower Board, Lagos. Accessed from http://www.academicjournals.org on August 2, 2010.