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Factors that could facilitate collection development policy implementation in Nigerian academic libraries as perceived by academic librarians

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FACTORS THAT COULD FACILITATE COLLECTION DEVELOPMENT POLICY IMPLEMENTATION IN

NIGERIAN ACADEMIC LIBRARIES AS PERCEIVED BY ACADEMIC LIBRARIANS

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Abstract

Collection development policy (CDP) is an essential working tool for effective collection development activities as it provides guidelines for selection, acquisition, evaluation, and weeding of library materials. However, despite its importance in developing library collection, collection development policy (CDP) has not yet been implemented in most academic libraries in Nigerian and this has greatly affected the collection development activities of the library. Therefore, this study was conducted to determine factors that could facilitate CDP implementation in Nigerian academic libraries as perceived by academic librarians. The study employed a quantitative methodology using a survey research design. One hundred and thirty-six (I36) academic librarians were recruited from three selected academic libraries in the Northwestern zone of Nigeria using random sampling. A paper-based questionnaire was used to collect the data. The data were analyzed using descriptive statistics, Pearson correlation, and multiple regression analysis. The findings of the study revealed that factors that could facilitate CDP implementation are librarians' awareness of the importance of CDP, knowledge of CDP, and management support. Hence, to ensure CDP implementation in Nigerian academic libraries, the librarians must not only be made aware of the importance of CDP but must also be equipped with the knowledge and skills necessary for CDP implementation. Also, library management support is necessary for CDP implementation. This study has contributed to the body of knowledge by exploring the vital factors that could facilitate CDP implementation and tried to resolve the important issue of CDP implementation by developing a framework. This study is more important for practitioners to promote CDP implementation in Nigerian academic libraries by exercising these three factors.

INTRODUCTION

Collection development involves all the activities related to building and maintaining relevant collections to meet the information needs of library users. Collection development especially in academic libraries requires certain guidelines and principles that would guide library professionals in developing the collection. A written collection development policy (CDP) is therefore necessary for effective collection development activities as it provides guidelines for selection, acquisition, evaluation, preservation, and weeding of library materials (Chaputula, 2014; Gulnaz & Fatima, 2019; IFLA, 2001; Johnson, 2018). Literature in the field of librarianship almost without exception support that libraries should make use of CDP in developing their collections. Kanwal (2006) noted that the changing environment has increased the importance of such a policy in any library. Haider (2007) added that through the use of CDP, several collection development issues could be minimized.

However, preliminary investigations revealed that CDP has not yet been implemented in most academic libraries in Nigeria and this has greatly affected their collection development activities (Edem, Nse, & Emeka, 2016; Nwosu & Adaora, 2015; Okogwu & Ekere, 2018; Okwu & Echem, 2019; Umar & Bakare, 2018). The studies revealed that the essential elements of collection development activities of the library such as selection, acquisition, evaluation, and weeding were done haphazardly due to the lack of this policy (Adekanmbi, 2007; Chaputula, 2014; Kanwal,

2006). The studies also revealed that the libraries were unable to provide adequate and quality collections that represent the learning, teaching, and research activities of the community (Ghalib, 2014; Nwosu & Adaora, 2015). In addition, the librarians responsible for developing the library collection tend to be excessive in some areas by neglecting others, thereby leading to collection disparity in the libraries (Umar & Bakare, 2018).

Therefore, academic libraries in Nigeria must implement CDP to meet challenges facing the collection development activities and mission of the library, which is serving the academic and research needs of the community in the best possible manner. Also, implementing the CDP will prevent the libraries from unsystematic development of collection which will over time no longer support the mission of the library. On the other hand, if this is not done, the collection development activities of the library would continue to experience much difficulty, and this will have a negative effect on library collections as well as library users. However, the question here is how academic libraries in Nigeria can ensure CDP implementation in their libraries? This may be possible by promoting the factors which are helpful to CDP implementation.

Previous studies conducted on this topic suggest that CDP implementation could be facilitated by various factors, including awareness of the importance of CDP, knowledge of the CDP, and management support towards CDP implementation (Adekanmbi, 2007; Adriaanse, 2015; Castrucci, 2015; Kanwal, 2006; Khan & Bhatti, 2015; Nwosu & Adaora, 2015; Okwu & Echem, 2019). It is believed that to ensure CDP implementation in a library, the librarians must not only be made aware of the importance of CDP but must also be equipped with the knowledge and skills necessary for CDP implementation. Also, it is believed that the librarians must be properly supported and encouraged by library management or administrators to take initiative in this regard. However, the influence of these factors on CDP implementation is still speculative as

they have not been tested, especially in Nigeria where collection development challenges seem to be rampant.

Therefore, this study is significant as it will generate new knowledge that will bridge this gap. It will also serve as a catalyst for CDP implementation in Nigerian academic libraries which might provide solutions to collection development challenges currently facing the libraries. Moreover, resolving collection development challenges will eventually lead to solutions to other library problems as a whole.

RESEARCH OBJECTIVES

The main objective of this study was to determine factors that could facilitate CDP implementation in Nigerian academic libraries as perceived by academic librarians. The study was guided by three specific research objectives:

1. To determine the influence of awareness of the importance of CDP on CDP implementation in Nigerian academic libraries.
2. To determine the influence of knowledge of CDP on CDP implementation in Nigerian academic libraries.
3. To determine the influence of management support on CDP implementation in Nigerian academic libraries.

2. LITERATURE REVIEW

Collection development policy Implementation in Nigerian academic libraries

In any library, no matter how simple or complex, there should be laid down rules and regulations or formally known as collection development policy that would guide librarians responsible for developing library collections. This will guarantee that the materials acquired are relevant and effectively used by library users. The review of available literature revealed that academic libraries in the developed countries are increasingly implementing CDP to guide their current collection development practices and to achieve the mission of the library (Douglas, 2011; Fought, 2014; Pickett et al., 2011). However, the literature revealed that academic libraries in developing countries are lagging in this regard. For instance, the findings of studies on the implementation of collection development policy on Nigerian academic libraries revealed that many of the libraries have still not implemented this policy (Nwosu & Adaora, 2015; Okwu & Echem, 2019; Sambo & Abu-udenyi, 2014; Umar & Bakare, 2018). Similar situations were also reported in academic libraries in Botswana (Adekanmbi, 2007), South Africa (Adriaanse, 2015), Ghana (Ameyaw & Entsua-Mensah, 2016), and Pakistan (Abdul, 2016; Ghalib, 2014). This has greatly affected the collection development activities of their libraries (Chaputula, 2014). Most of the essential elements of collection development activities such as selection, acquisition, preservation, and evaluation are done haphazardly due to the absence of CDP (Chaputula, 2014).

Therefore, academic libraries in developing countries like Nigeria must not remain behind as their students are expected to compete globally. They must be innovative and learn from the successes of their counterparts in the developed world. In other words, they must implement or make use of CDP to meet the challenges currently facing collection development activities in

their libraries. Therefore, reviewing the factors that could facilitate or contribute to CDP implementation is necessary.

The influence of awareness of the importance of CDP on CDP implementation

Literature has shown a positive relationship between awareness of the importance of a policy and policy implementation. For instance, the results of the study conducted in Malaysia on obesity prevention policy for children revealed that awareness of the importance is critical for the successful implementation of the policy (Chan, 2018). The author believed that implementers must be aware of the importance of the policy before any implementation process can be achieved (Chan, 2018). Similarly, a study conducted by Lanier and Wagstaff (2012) found that teacher implementation of the food and physical activity policy was significantly correlated with awareness of the importance of the policy. According to the study, teachers who are aware of the importance of the policy are more likely to implement it than those who are not (Lanier & Wagstaff, 2012). Furthermore, a large number of studies have indicated that awareness is a TO crucial influencing factor in the implementation/compliance of information security policy (Hui, 2018; Humaidi & Balakrishnan, 2015). On the other hand, lack of awareness of the importance was found as the leading disincentive to the successful implementation of local wellness policy in rural elementary schools (Belansky & Cutforth, 2009; Longley & Sneed, 2009).

Regarding CDP implementation, librarians' awareness of the importance of CDP is also considered an important factor for successful CDP implementation. Studies conducted on this topic suggested that to ensure CDP implementation in a library, librarians should be made aware of the importance of the use of CDP in developing library collections (Adekanmbi, 2007; Ghalib, 2014; Kanwal, 2006). However, the influence of this factor on CDP implementation is still speculative as it has not been tested, especially in Nigeria where collection development

challenges seem to be rampant. Therefore, the current study believes that if librarians are aware of the importance of CDP which can help to rationalize resources, justify selection decisions, respond to changes in funding, they will implement it in their libraries. As such, the research hypothesis was formulated as follows:

H1: Awareness of the importance of CDP significantly influence CDP implementation in Nigerian academic libraries

The influence of knowledge of CDP on CDP implementation

Substantial research has demonstrated the influence of knowledge in successful policy implementation. Although knowledge is not the only factor that influences policy implementation, its importance cannot be underestimated. A study conducted on education demonstrated that knowledge is one of the biggest indicators of the successful implementation of the HIV/AIDS policy (Mathews, 2006). The author believed that knowledge improves the HIV/AIDs policy implementation through increasing awareness about the HIV/AIDs issue and the need of reacting to it (Mathews, 2006). He also believed that knowledge increases the implementers' self-efficacy by making them believe that they are more competent in completing the task at hand (Mathews, 2006). Similarly, studies conducted in the health profession demonstrated that nurses' participation in health policy implementation requires knowledge, education, and skills (Kunaviktikul, 2010; Shariff, 2014). These include the knowledge and skill in the health policy development process and other stages of policy implementation (Shariff, 2014). Additionally, Spitzer (2002) noted that knowledge is a valuable resource that may empower and encourage individuals to participate in policy development or implementation. By knowing the policy, individuals can participate in the policy implementation process from a far more powerful and productive position (Masterson & Maslin-Prothero, 1999; Spitzer, 2002).

Regarding CDP implementation, librarians' knowledge of CDP is also important for successful CDP implementation. Previous studies conducted on this topic suggested that to ensure CDP implementation, librarians must be equipped with the knowledge and skills necessary for CDP implementation (Adekanmbi, 2007; Ghalib, 2014; Kanwal, 2006). However, the influence of this factor on CDP implementation is still speculative as it has not been tested, especially in Nigeria where collection development challenges seem to be rampant. Therefore, the current study believes that if librarians are equipped with knowledge of CDP implementation, such as knowledge of the elements of CDP, they will implement it in their libraries. Therefore, the research hypothesis was formulated as follows:

H2: Knowledge of CDP significantly influence CDP implementation in Nigerian academic libraries

The influence of management support on CDP implementation

Several studies have been carried out to investigate the antecedent of policy implementation. Top management and their facilitating role are found to be the biggest influencer on policy implementation (Kaushal, 2011; Svetlik, 2007; Top, 2012). Parra (2015) states that one of the most important factors that determine the success or failure of policy implementation is the management factor. Therefore, for effective policy implementation, there must be a positive relationship between the management and agents in charge of policy implementation (Barry M Mitnick & Robert Backoff, 1984). The positive relationships can trigger positive behavior from implementers (Barry M Mitnick & Robert Backoff, 1984). On his part, Kotter (2006) listed three duties that management would carry out to achieve success in policy implementation, and these include setting out a direction for policy implementation, communicating the direction to relevant stakeholders, and motivating people if the policy implementation process faces

challenges. Several other studies have also established a positive correlation between leadership or management factor and policy implementation (Humaidi & Balakrishnan, 2015). Therefore, the success of the policy implementation process is heavily influenced by management support. In other words, policy implementation in every organization requires the support of management who are willing to develop new skills to respond to changing demands.

Regarding CDP implementation, library management support is also vital to CDP implementation. As suggested by previous studies, library management must provide all the necessary support for the librarians to take initiative in this regard (Adriaanse, 2015; Kanwal, 2006; Khan & Bhatti, 2015). Yuen (2003) supported that it is not only about the awareness and knowledge librarians have, but also about supporting, encouraging, and influencing them. However, the influence of this factor on CDP implementation is still speculative as it has not been tested, especially in Nigeria where collection development challenges seem to be rampant. Therefore, the current study believes that if library management provides all the necessary support, such as setting the strategy for CDP implementation, providing appropriate financial support, and sufficient incentive provision, the librarians will implement it in their libraries. Thus, the following hypothesis was formulated:

H3: Management support significantly influence CDP implementation in Nigerian academic libraries

Conceptual framework

The conceptual framework describes the conceptual status of things being studied as well as their relationships. It emerges from the literature (Riley, 2007) and connects the existing literature as a tool for guiding the study objectives (Tan, 2014). The literature helped the researcher to

determine factors that could facilitate policy implementation. The literature revealed that factors that could facilitate policy implementation are awareness of the importance of the policy, knowledge of the policy, and management support towards policy implementation. As a result, the researcher proposed the following conceptual framework (figure 1). The framework indicates that awareness of the importance of CDP, knowledge of CDP, and management support are crucial factors that could facilitate CDP implementation. The conceptual framework was later analyzed using the data gathered from three academic libraries in Nigeria.
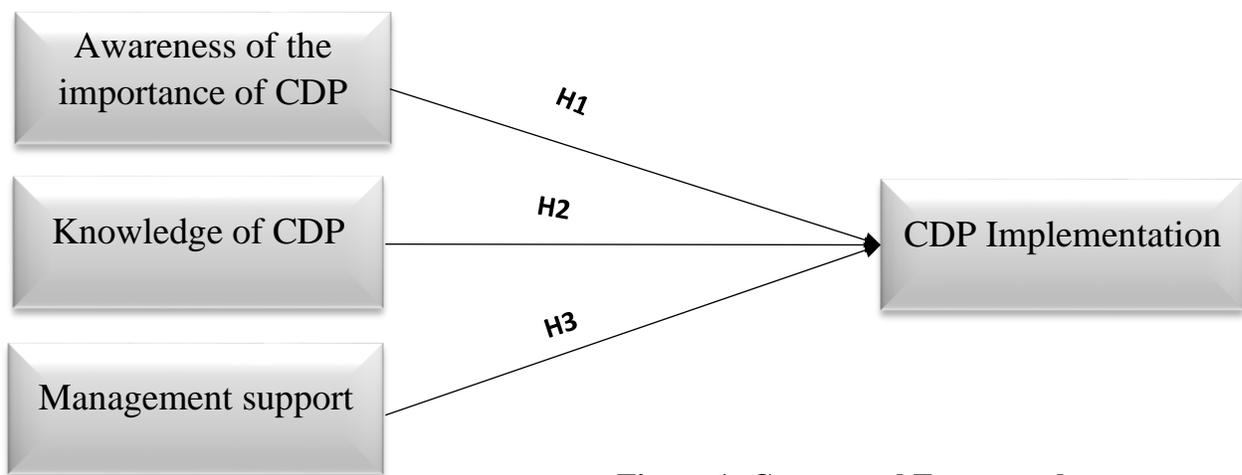

Figure 1: Conceptual Framework

METHODOLOGY

This study employs a quantitative survey research design to determine and describe factors that could facilitate CDP implementation in Nigerian academic libraries as perceived by the academic librarians. The population of the study consisted of 270 academic librarians from three selected federal universities in the North-Western Zone of Nigeria. The academic librarians were chosen because they were assumed to be in a better position to provide relevant information required in

actualizing this research study. Similarly, the three universities were selected because they are conventional and happen to be the largest universities in the region where the demand for information resources is high and where the collection development practice is more complicated. Other universities in the region were not covered due to the cost and other resource constraints such as time and geographical dispersion. Random sampling was used to choose the required sample of the study. The sampling formula by Krejcie and Morgan (1970) requires a sample of about 136 respondents out of the total population to achieve a confident level of 95%.

A paper-based questionnaire was used to collect the data. The survey questionnaire was divided into five major parts. Part 1 captured demographic information from the respondents. Part 2 consisted of four (4) questions designed to test respondents' opinions on CDP implementation in their collection development activities. Part 3 consisted of twenty (20) questions designed to test respondents' opinions on their awareness of the importance of CDP. Part 4 consisted of nineteen (19) questions designed to test respondents' opinions on their knowledge of CDP. Part 5 of the questionnaire consisted of four (4) questions designed to test respondents' opinions on their library management support on CDP implementation. A 5-point Likert scale was developed to check the views of the respondents for sections 2 to 5, with a rating ranging from 1 (Strongly disagree) to 5 (Strongly agree).

The instrument validity was checked using content and face validity. To establish content validity, most questionnaire items were adopted from the IFLA guidelines for collection development policy developed in 2001 (IFLA, 2001) and modified to suit the purpose of this study, whilst others were adapted from previous studies (Adekanmbi, 2007; Chompucot, 2011). IFLA guideline was chosen because it is one of the most widely accepted standards for creating a CDP. Likewise, the instrument was given to experts in the field of librarianship for face validity.

These experts were selected based on their experience, and they included two researchers from the department of library and information science and two practicing librarians.

As for the reliability, a pilot study involving thirty (30) academic librarians from two selected federal universities in Nigeria was conducted using convenience sampling. The pilot was conducted to ascertain the appropriateness of the instrument with the level of the respondents. The data from the pilot were collected, coded, and analyzed. The internal consistency of the measuring scale was tested using a Cronbach's alpha value. As stated by Chua (2013), Cronbach's alpha value is most widely used in determining the internal consistency of a particular scale. Thus, the results for Cronbach's alpha coefficient test displayed that all the items in the variables scored above the recommended level of 0.70, indicating that they were reliable in measuring the opinions of potential respondents. The reliability measures are listed in table 1 below:

Table 1: Reliability of measurement instrument

Scale	Items	Cronbach Alpha
Awareness of the importance of CDP	20	0.889
Knowledge of CDP	19	0.881
Management Support	5	0.718
CDP Implementation	4	0.845

After obtaining permission to collect the data from the respective University Librarians, the questionnaire with a cover letter was distributed to the respondents by the researcher with the assistance of some library staff. A total of 130 questionnaires were returned and made up a 95.5 percent response rate (130 usable questionnaires). After the data collection, data analysis was conducted using SPSS 23. Descriptive statistic was performed to provide a demographic profile of the respondents. The relationship between independent variables and the dependent variable

was analyzed using Pearson correlational coefficients. Finally, factors that could facilitate CDP implementation were determined using multiple regressions.

RESULT

Normality test

The normality test is a statistical method for determining whether a set of data corresponds to a standard normal distribution. It is the primary step expected to be taken before the actual analysis (Vogt, 2007). Normality test helps the researcher to determine the type of statistical tests to be used. A normality test was conducted for all variables using Kolmogorov-Smirnov and Shapiro-Wilk test. According to Chua (2013), the data is said to be normally distributed if the significant p-value is greater than 0.05. Based on this assumption, the test revealed that the data for all variables (awareness of the importance of CDP, knowledge of CDP, management support, and CDP implementation) were normally distributed. Therefore, the study was subjected to a parametric test which was Pearson correlational test.

Correlation Analysis

Pearson correlational analysis was used to determine the strength and direction of relations between independent variables (awareness of the importance of CDP, knowledge of CDP, and management support) and the dependent variable (CDP implementation). The Pearson correlational result showed that awareness of the importance of CDP, knowledge of CDP, and management support has a correlation value of 0.587, 0.491, and 0.340 respectively. The result revealed that CDP implementation has a strong correlation with awareness of the importance of CDP, knowledge of CDP, and management support. Also, all of the variables have a significant
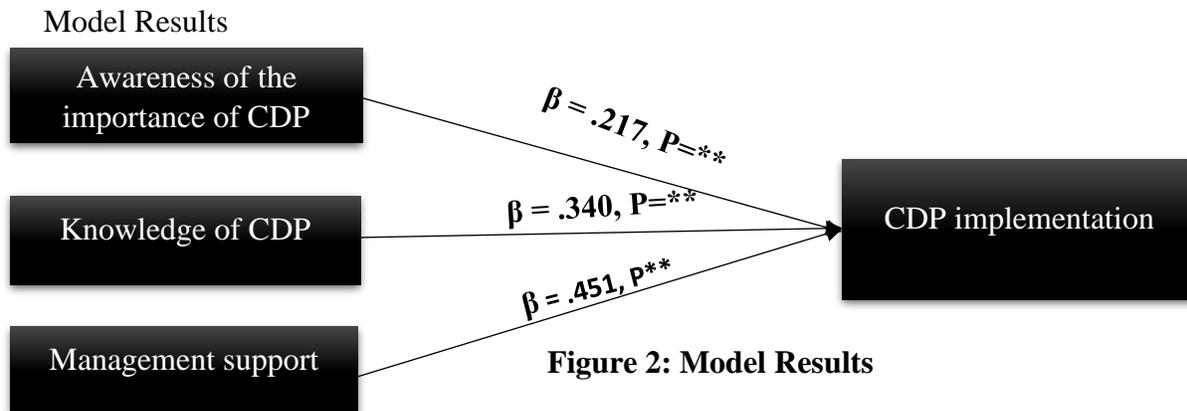
value of less than +.05. Therefore, CDP implementation has a significant positive correlation with all independent variables. In other words, CDP implementation is significantly correlated with awareness of the importance of CDP, knowledge of CDP, and management support.

Multiple Regression Analysis

Regression analysis was performed to determine factors that could facilitate CDP implementation. Multicollinearity was first examined to confirm that predictors were independent of one another and no autocorrelation problem existed. Therefore, the regression result of the study show that factors significantly correlated with CDP implementation was awareness of the importance of CDP (β=0.450, P< .001), knowledge of the CDP (β=0.330, P< 0.01), and library management support (β=0.225, P< .001). This means that awareness of the importance of CDP, knowledge of CDP, and management support contribute 45%, 33%, and 22% respectively to CDP implementation. Similarly, the significant P-value is less than .001. As a result, the finding of the current study show a significant positive correlation between the independent variables and the dependent variable, and the results accept all of the H1, H2, and H3 as shown in table 2 and figure 2 below.

Table 2: Summarizes regression result of the study

Variables	Beta	S. E	t-value	P	Hypothesis
Awareness of the importance of CDP	0.450	0.055	5.825	***	Supported
Knowledge of CDP	0.330	0.052	4.412	***	Supported
Management support	0.225	0.046	2.200	***	Supported

Model Results

Figure 2: Model Results

DISCUSSION OF FINDINGS

The findings of this study have highlighted several important issues. First, the findings revealed that awareness of the importance of CDP has a positive significant correlation with CDP implementation. This finding suggests that an increase in the librarians' awareness of the importance of CDP will significantly increase CDP implementation in Nigerian academic libraries. This finding is consistent with that of previous studies conducted on obesity prevention policy (Chan, 2018) and food and physical activity policy (Lanier & Wagstaff, 2012). The finding also supports the findings of several other studies conducted on information security policy (Hui, 2018; Humaidi & Balakrishnan, 2015). Therefore, to ensure CDP implementation in Nigerian academic libraries, librarians must be made aware of the importance of the use of CDP in developing library collections. This is because if the importance of CDP is known, the value of its services will be appreciated, and as a result, librarians will implement it in their libraries.

Secondly, the findings found that knowledge of CDP has a significant positive correlation with CDP implementation. This finding suggests that an increase in librarians' knowledge of CDP will significantly increase CDP implementation in Nigerian academic libraries. This finding was consistent with previous studies conducted on HIV/AIDS education policy (Mathews, 2006).

The finding was also consistent with studies conducted in the health profession (Kunaviktikul, 2010; Shariff, 2014), where knowledge had a positive correlation with nurses' participation in health policy implementation. Therefore, to ensure CDP implementation in Nigerian academic libraries, librarians must be equipped with the knowledge and skills necessary for CDP implementation.

Lastly, the findings found that management support has a significant positive correlation with CDP implementation. This finding suggests that an increase in library management support will significantly increase CDP implementation in Nigerian academic libraries. This finding was consistent with previous studies conducted by different authors in different professions (Kaushal, 2011; Barry M Mitnick & Robert Backoff, 1984; Parra, 2015), in which management support was found to influence policy implementation. Therefore, to ensure CDP implementation in Nigerian academic libraries, library management must provide all the necessary support. This support includes setting a strategy for implementation, making available funds, and providing sufficient incentive provisions.

CONCLUSION

This study was conducted to determine factors that could facilitate CDP implementation in Nigerian academic libraries as perceived by academic librarians. The study found that different factors could facilitate CDP implementation in Nigerian academic libraries. These factors are librarians' awareness of the importance of CDP, knowledge of CDP, and management support. This finding suggests that to promote CDP implementation in Nigerian academic libraries, librarians must not only be made aware of the importance of the use of CDP in developing

library collection but must also be equipped with knowledge and skills necessary for CDP implementation. The finding also suggests that library management support is necessary for CDP implementation in Nigerian academic libraries.

This study has contributed significantly to the body of knowledge by examining the vital factors that could facilitate CDP implementation and tried to address the important issue of CDP implementation by developing a framework. The finding is also important for practitioners to promote CDP implementation by exercising these three factors (librarians' awareness of the importance of CDP, librarians' knowledge of CDP, and library management support) in Nigerian academic libraries. In addition, the findings of this study identify opportunities for library professionals in Nigeria to be properly trained and supported for CDP implementation which might help to resolve collection development challenges currently facing their libraries. Another important contribution of this study is that a survey-based instrument was developed to identify factors that could facilitate CDP implementation.

Although the findings of the study are important for library practitioners and academic researchers to better understand factors that could facilitate CDP implementation, this study has certain limitations. First, the current study focused only on three selected federal university libraries in Nigeria. Future research should be conducted in other university libraries, such as private and state-owned university libraries, to widen the scope and implications of these issues. Second, this research identified only three factors (librarians' awareness of the importance of CDP, librarians' knowledge of CDP, and library management support) that affect CDP implementation. Future studies should be conducted to improve these three factors as well as to discover all other factors that could facilitate CDP implementation directly or indirectly.

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