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**Staffing and Supervision as Predictors of Students' Satisfaction with Library
Services in Public Secondary Schools in Imo State.**

By

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Abstract

This study investigated staffing and supervision as predictors of students' satisfaction with library services in public secondary schools in Imo State.. The study was guided by 2 research questions and 2 hypotheses. The design of the study is a linear correlational design. The population of the study is 94,968. This is made up of 94693 Senior Secondary School Students and 275 librarians from 275 public secondary schools in Imo State. The sample size for this study is 660 librarians and SS2 students from 110 public secondary schools (110 librarians and SS2 550 students). The sampling techniques used in this study are multi-stage, purposive, simple random and disproportionate sampling techniques. Two types of research instruments were used to collect data for this study namely, School Library Management Scale (SLMS) for school librarians and Students' Satisfaction with Library Services Scale (SSLSS) for Students. The data collected were analyzed using Pearson (r) for the research questions and t-test of significance of correlation for hypotheses. The major findings of the study showed that; there is a very low positive relationship between staffing and students' satisfaction with library services. It was also established that there is a very low positive relationship between supervision and students' satisfaction with library services, but the relationships are not significant. Based on these findings, the study recommended that; since the efficiency of any library and how it satisfies its users depends mainly on the competence of the human beings recruited to manage it, the researcher recommends the employment of qualified and professional librarians in our secondary school libraries; there should be good and proper supervision of both staff and users of library services to check the non-challant attitude of both for smooth running of the libraries.

Keywords: School library, Management, Staffing, Supervision, Satisfaction

Introduction

School library is one of the libraries that helps in laying a good education foundation in students. Anyanwu (2016) opines that the school library inculcates library literacy and information finding skills in all the students and teachers. It helps in the selection and acquisition of learning resources, widening student's intellectual horizons, giving students broader insights and enhancing students' qualitative senses. Akanwa and Mbagwu (2016), also emphasizes that the school library is a laboratory where many activities and experiments are carried out, and all these activities and experiments are geared towards the development of the child and the nation. School libraries can be seen as an important appendage to any school programme, and without it, no profitable or rewarding educational activity can go on in the school environment.

The mission of the school library is to encourage intellectual, emotional and social growth of the students. It equally complements classroom instruction by exposing the students to a wide selection of books and other resources and providing users of the library with information on current issues through the use of displayed materials. The main objective of the school library is to provide learning resources to its clientele that will satisfy their information needs.

On the other hand, school library services are services offered in the school library by teacher - librarians to the students to assist them improve on their academic performance. These services facilitate the users to participate in individual and collaborative learning through scaffolding skills, sharing of information and creation of new ideologies. These services range from exhibition and display of information resources, user education and orientation, lending services, reference services, reservation services, current awareness services etc. (Umar, 2013). From the forgoing it could be deduced that the main objective of the school library is to provide learning resources to its clientele that will satisfy their information needs.

For the school library to serve its clientele effectively, management functions of planning, organizing, staffing, supervising and controlling must be adequately applied to the management of school libraries. According to Gunda (2018) management is a

creative as well as a systematic flow of knowledge that can be used to attain organizational goals by making use of various resources, both tangible and intangible, in an effective way.

Application of management functions to school library services leads to users' satisfaction. Students' satisfaction with library services must carry along the aspect of management that decides specific things which each member of the organization should do to bring about effective leadership. The library user is the focal point to the 21st century library and information services, as the library's main aim is to satisfy the users. Verma and Lalrokhawma (2018) defined user satisfaction as the degree to which the library is able to meet the demands of the user. User satisfaction can be achieved with the help of the library staff. Thus Duze (2012) defines staffing as a process of filling jobs with qualitative personnel to achieve high level productivity thereby making staffing an important management function. In this regard, the effectiveness of any library service depends on the competence of the human beings responsible to provide the services.

Supervision is another aspect of management function which decides specific things that each member of an organization should do. This is achieved by establishing orders and instructions for each member of the organization as well as offering leadership in the whole workplace. This focuses on the manager's effort to stimulate high performance among employees.

Objectives of the Study

This study examined Staffing and supervision as predictors of students' satisfaction with library services in public secondary schools in Imo State. Specifically, it sought to:

1. ascertain the relationship between staffing and students' satisfaction with library services.
2. examine the relationship between supervision and students' satisfaction with library services.

Hypotheses

The following hypotheses stated in the null form were formulated and tested at 0.05 level of significance.

H₀₁: There is no significant relationship between staffing and students' satisfaction with library services.

H₀₂: There is no significant relationship between supervision of library services and students' satisfaction with library services.

Literature Review

The efficiency of any library and how it can satisfy its users depends mainly on the competence of the human beings recruited to manage it. In this regard, Duze (2012) defines staffing as the process of filling jobs positions with higher quality people. To achieve student's satisfaction with library services, the right personnel should match up the right job to achieve higher level productivity. The effectiveness of the school library depends not only on the strength of its collection and the physical facilities available but more on the performance of the library personnel. In Nigeria, the following minimum staff requirements are recommended for school libraries; the school librarian or teacher librarian, the library assistant/clerk, the typist, the technician, cleaner, the security man and student helpers (Akanwa & Ukoha, 2017).

It is very necessary for library staff to periodically attend seminars and workshops or new courses on librarianship to acquaint them with new developments in librarianship. It is very unfortunate that most secondary schools in Nigeria do not have adequate staff. Majority of the staff managing these libraries are non-professionals who only render skeletal library services that do not satisfy the library users at all levels (Azubogu, 2014). To achieve student's satisfaction with library services, the right personnel should match up with the right job to achieve higher level productivity. Ababio, Aidoo, Korankye, Saeed and Nsowah-Nuamah (2012) carried out a research work on Modeling Student's satisfaction with library services in a tertiary institution; Evidence from Kumasi Polytechnic Ghana. It revealed that among all the variables, availability of current and

relevant materials, adequate user instruction, reliable internet facilities as well as friendly and helpful library staff are the first four library service segments that highly influenced the students rating for overall service quality.

Supervising is a central part of the manager's role which involves working with others to achieve organizational goals. This is the aspect of management that decides the specific things that each member of the organization does by establishing orders and instructions for each member as well as offering leadership in the entire work place (Akanwa, 2017). It can be used interchangeably with directing, coordinating, leading, commanding and motivation. In the course of monitoring the staff to know their shifts, the time they resume duty and their actual contributions to the running of their organizations, the manager must step on the toes of some of his staff.

Supervision is a vital factor that makes for efficiency and high level of productivity by personnel, and state that there is a necessity for close and adequate supervision of all workers in an enterprise (Ukeje, Akabogi & Ndu cited in Obi, 2015). Obi (2015) discovered that staff supervision was not adequately practiced. Result showed that staff supervision had not a significant relationship with users' services and further recommended that College librarian should generate a working library atmosphere in which staff would be committed, relaxed and looked to their users' services duties.

Research Methodology

The correlational research design was used for this study. The population of the study is 94,968. The sample size for the study is 660, which comprises 110 librarians and 550 SS2 students from 110 public secondary schools in Imo State. The researcher constructed two different types of rating scales for data collection for this study. The four-point scale was rated as Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) weighted as 4, 3, 2, and 1 points respectively for items on SLMS while Very Satisfied (VS), Satisfied (S), Fairly Satisfied (FS) and Not Satisfied (NS) weighted as 4, 3, 2, and 1 points respectively were used for the SSLSS. Data collected through the rating scales were analyzed using descriptive statistic i.e. Pearson Product Moment

Correlation Coefficient (PPMCC). Hypotheses were tested using t-test of significance of correlation.

Data Analysis and Presentation

Research Question One: What is the relationship between staffing and students' satisfaction with library services?

H₀₃: There is no significant relationship between staffing and students' satisfaction with library services in secondary schools in Imo State.

Table 1: Correlation Coefficient between Staffing and Students' Satisfaction with Library Services

Variables	N	Σ	R	r ²	Df	t _{cal}	t _{tab}	Decision
SS	110	2598	0.04	0.002	108	0,42	1.96	Very Low
				(0.2%)				Relationship
S	110	1985						Retain H ₀

SS = Students' Satisfaction , S = Staffing

Table 1 shows the correlation coefficient of the relationship between staffing and students' satisfaction with library services. The result of the analysis indicates that whereas the correlation coefficient is 0.04, the coefficient of determination is 0.002. The index of 0.04 shows that there is a very low positive relationship between staffing and students' satisfaction with library services. Also the coefficient of determination of 0.002 implies that 0.2% of the total variation in students' satisfaction with library services could be attributed to staffing. Nevertheless, the fact that the correlation was positive also means that, as staffing increases, students' satisfaction with library services increases as well by 0.02%. The conclusion is that there is a very low positive relationship between staffing and students' satisfaction with library services.

It was further indicated that the summary of t-test significance of correlation between staffing and students' satisfaction with library services in secondary schools in Imo State. The table indicated that the hypothesis is retained. This is because, with the

degree of freedom of 108, Pearson r of 0.04, the t-cal of 0.42 is less than the t-tab of 1.96 at 0.05 level of significance. This implies that there is no significant relationship between staffing and students' satisfaction with library services in secondary schools in Imo State.

Research Question Two: What is the relationship between supervision and students' satisfaction with library services?

H₀₂: There is no significant relationship between supervision and students' satisfaction with library services in secondary schools in Imo State.

Table 2: Correlation Coefficient between supervision and Students' Satisfaction with Library Services

Variables	N	Σ	R	r ²	Df	t _{cal}	t _{tab}	Decision
SS	110	2598	0.17	0.03	108	1.80	1.96	Very Low
				(5%)				Relationship
S	110	2028						Retain H ₀

SS = Students' Satisfaction, S = Supervision

Table 2 shows the correlation coefficient between supervision and students' satisfaction with library services. The result of the analysis indicates that n is 110 while the correlation coefficient is 0.17, the coefficient of determination is 0.03. The index of 0.17 shows that there is a very low positive relationship between supervision and students' satisfaction with library services. Also the coefficient of determination of 0.03 implies that 3% of the total variation in students' satisfaction with library services could be attributed to organizing. Nevertheless, for the fact that the correlation was positive it means that, as supervision increases students' satisfaction with library services increases as well by 3%. The conclusion is that there is a very low positive relationship between supervision and students' satisfaction with library services.

The table further shows the summary of t-test significance of correlation between supervision and students' satisfaction with library services in secondary schools in Imo State. The table indicated that the hypothesis is retained. This is because, with the degree

of freedom of 108, Pearson r of 0.17, the t -cal of 1.80 is less than the t -tab of 1.96 at 0.05 level of significance. This implies that there is no significant relationship between supervision and students' satisfaction with library services in secondary schools in Imo State.

Discussion of Findings

Relationship between staffing and students' satisfaction with library services

It was also found in this study that there is a very low positive relationship between staffing and students' satisfaction with library services. This finding led the researcher to make the inference that there is no significant relationship between staffing and students' satisfaction with library services. The finding indicates that these school libraries were inadequately staffed and this condition affects the provision of library services to their users. This finding is in consonance with Azubogu's (2014) research findings which stated that it is very unfortunate that most secondary schools in Nigeria do not have adequate staff. Majority of the staff managing these libraries are non professionals who only render skeletal library services that do not satisfy the library users at all levels. To demonstrate the importance of staffing in the provision of library services to students and invariably their satisfaction with the services, the research findings of Ababio, Aidoo, Korankye, Saeed and Nsowah-Nuamah (2012) should be referred to. It revealed that among all the variables, availability of current and relevant materials, adequate user instruction, reliable internet facilities as well as friendly and helpful library staff are the first four library service segments that highly influenced the students rating for overall service quality.

It is very unfortunate that most secondary schools in Imo State do not have adequate staff, and majority of the people managing these libraries are non-professional librarians, this group of staff only render skeletal library services that do not satisfy the library users. To achieve students' satisfaction with library services, the right personnel should match up with the right job to achieve higher level productivity.

Relationship between Supervision and Students' Satisfaction with Library Services

It was revealed in this study that there is a very low positive relationship between supervision and students' satisfaction with library services. This finding shows that staff of the school library and students is not adequately supervised. Hence this condition led to poor supervision of these libraries as derived from data analysis. Supervision should be at two levels in the school library, first of all, the librarian should supervise his staff to make sure that they come to work early , attend to their users (students and teachers), and perform their duties effectively. On the other hand, he with his staff should also supervise the students while using the library. This activity is very essential because it is the librarian that determines the effectiveness of students' use of the library. This finding corroborates with that of Obi (2015) who discovered that staff supervision had not a significant relationship with users' services. From the forgoing, supervision is an essential factor in the library services; hence proper supervision leads to good performance of the users of library services which in-turn leads to students' satisfaction.

Conclusion

Staffing and supervision are vital management functions which should be applied in school libraries. The study discovered that there is a low positive relationship between staffing, supervision and students' satisfaction of library services. Although these relationships are not significant, they are however needed if school libraries should function effectively and efficiently. Staff of libraries need to be up and doing and there is need for effective supervision so that they will enable help in the achievement of the goals and objectives of the library. Hence, staffing and supervision go in synergy.

Recommendations

Based on the findings of this research, the following recommendations are made:

1. Since the efficiency of any library and how it satisfies its users depends mainly on the competence of the human beings recruited to manage it, the researcher

recommends the employment of qualified librarians in our secondary school libraries.

2. There should be proper supervision of both staff and users of the school library services to checkmate the non-challant attitude of both for the smooth running of the libraries.

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