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MANPOWER PLANNING AND TOTAL QUALITY MANAGEMENT AS PREDICTORS OF SERVICE DELIVERY IN ACADEMIC LIBRARY

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Abstract

This study investigated manpower planning, total quality management (TQM) and service delivery in academic libraries. Descriptive survey research design was adopted. The population of the study was 83 staff comprising 45 librarians and 38 library officers in the university libraries of the seven universities in Ondo State, Nigeria. Data were collected using questionnaire. Out of eighty three (83) questionnaires distributed, sixty two (62) copies were returned. Data collected were analysed using descriptive statistics. The findings of the study revealed that: the needs for manpower planning in academic libraries are: selection and recruitment of qualified personnel, assessment of training and staff development needs, and assessment of future skills requirement; manpower planning techniques employed in academic libraries are: forecasting manpower needs, forecasting manpower supply, balancing manpower supply and demand, short-term forecasting and long-term forecasting; the rationales for TQM practices in academic libraries include encouragement of staff towards top quality performance, commitment to continuous improvement of quality, improved quality service delivery and effective team work; TQM techniques employed in academic libraries include customer-based, employee-based, process-based, management-based, product-based, and supplier-based; the focus of service delivery systems in academic libraries are: promotion of learning, supporting and managing the institution's intellectual capital, and promotion of research; the major challenges militating against effective service delivery in academic libraries are: ineffective manpower planning, insufficient information resources, lack of adherence to TQM practice, technology adaptation, inadequate basic library infrastructure, cost of acquiring library resources, insufficient administrative commitment, inordinate library policies, and lack of information skills by librarians.

Keywords: Libraries, library services, manpower planning, total quality management

Introduction

Libraries are social institutions charged with the responsibility of acquiring, organizing, storing, preserving and making available for use information contained in human intellectual records. Libraries are instruments of power, potent with the force of human intellectual thoughts. Libraries serve as centres of popular education by supporting and providing people with life-long opportunities for self-development (Apotiade, 2002). The academic library is the hallmark of every learning environment. It is the knowledge power house that makes behavioral study life of students and lecturers perfect (Anyanwu, 2018). The role of the library is unique in that it assembles information from countless sources and places them at the command of individual user. It as well supports and sustains individual freedom of inquiry and opinion. Through increased access of great store of literature at placing the opportunities of knowledge within the reach of people, libraries help raise informed and cultivated people (Greenwood, 1971).

Academic libraries are libraries attached to tertiary institutions such as universities, polytechnic institutions, colleges of education, colleges of agriculture, colleges of technology and also research institutes (Akpohonor, 2005). The primary purpose of academic library is to support teaching, learning and research in ways consistent with, and supportive of the institutions' mission and national development. Singh and Kaur (2009) stressed that academic libraries support the mission of their parent institutions which is teaching and research. The increasing needs for information require academic libraries and librarians to map out strategies to meet the needs of the library users at the right time without compromising the quality of the services delivered. As a service unit, library resources and services should be sufficient in quality, depth, diversity and currency to support institution's curriculum (Akpan-Atata, Akwang, Akai & Eyene, 2015). Also, manpower required to get the work of the library done must be in optimal number, with qualifications befitting of the services they want to render.

Enhancing proficient delivery of library services is central in the modern information environment. Effective delivery of library services in academic libraries is not unconnected with the quality of their manpower and their philosophy towards total quality management. This makes manpower planning and total quality management (TQM) inevitable in libraries. Manpower planning and total quality management are necessities in libraries as libraries provide services that support learning in academic environment. More importantly, since the bulk of research that takes place in the society happens in the academic environment, there is need for accelerated

occupation of academic libraries with qualified manpower (Kannappanavar & Kumbargoudar, 2010). Also, deliberate plan and sustained effort should be maintained to ensure total quality management in the library.

The objectives of manpower planning in academic libraries are: to ensure optimum use of human resources currently employed, to assess future skills requirement, to provide control measures to ensure that necessary resources are available as and when required, to determine requirement level, to anticipate redundancies and avoid unnecessary dismissals, and to assess training and development needs (Noe, Hollenbeck, Gerhart & Wright, 2004; Mamoria & Gankar, 2009; Omodia, 2009). Manpower planning is the determination of the right number and right skills of human force to suit present and future needs. As a replacement planning in the library, manpower planning explains labour turnover, promotion, development and maintenance of employee programmes and assesses the future needs of the library so that adequate number of employees may be recruited. Manpower planning determines the way libraries could move from their present manpower position to their desired manpower position (Diksha, n.d). Effective delivery of library services commences with manpower planning.

Total quality management (TQM) in academic libraries refers to comprehensive and structured strategy through which academic libraries seek to improve their service through ongoing refinements in response to continuous feedback. TQM is an approach of managing to ameliorate the effectiveness, efficiency, flexibility and competitiveness of libraries. It requires total commitment to quality in every department, every activity and from every person (Mali & Deore, 2010). TQM makes quality a responsibility of every member of the library. All members of the library are required to contribute to quality improvement. This is believed will improve the efficiency of the workers, enhance cohesion and increase the productivity (Vivek, 2015).

Given the level of dynamism in the delivery of library services in the modern era whereby information and communication technology is applied in virtually all areas of library functions and activities, effective development of academic libraries that meets the emerging trends in information society requires thorough manpower planning and total quality management (TQM). Though a number of literature are found on manpower planning and total quality management, only few are written on the impact of manpower planning and total quality management (TQM) on delivery of library services. Even the few available ones have no foundation in African educational climate. This study will therefore be of great importance as it looks at African educational setting in assessing manpower planning and total quality management (TQM) on delivery of library services.

Statement of the Problem

Library supports educational development through timely and proficient delivery of information services. The way libraries deliver their services determine the level of satisfaction of their users. The role of manpower planning and total quality management cannot be over emphasized in ensuring effective delivery of library services. Effective manpower planning and total quality management helps in achieving the objectives of the libraries. In spite of the benefits manpower planning and total quality management have on service quality and delivery in academic libraries, it is noted that some libraries still engage themselves in haphazard manpower planning system. Some libraries do not even inculcate total quality management (TQM) into their services delivery system. Preliminary investigation by the researcher shows the same thing in academic libraries in both Ekiti and Ondo States, Nigeria. Meanwhile, success of library depends majorly upon its manpower and their performance. Also, quality plays a crucial role in survival of a library. This study therefore aims at investigating manpower planning and total quality management as predictors of service delivery in academic library. Though there have been empirical studies on service delivery in academic libraries, none of these literature investigates the joint influence of manpower planning and TQM on service delivery in academic libraries. Premised on this, the study investigates manpower planning and total quality management as predictors of service delivery in academic library.

Objectives of the study

The main objective of this study is to investigate manpower planning and total quality management as correlates of service delivery in academic library. The specific objectives are to:

1. ascertain the need for manpower planning in academic libraries;
2. determine the extent of the current manpower planning techniques employed by academic libraries;
3. find out the extent manpower planning meets the development needs of academic libraries;
4. investigate the rationales for TQM practice in academic libraries;
5. examine the TQM techniques employed in academic libraries;
6. investigate the extent of service delivery in academic libraries;
7. determine the focus of service delivery systems in academic libraries; and
8. examine the challenges to effective service delivery in academic libraries

Research Questions

The following research questions guide this study:

1. What are the needs for manpower planning in academic libraries?
2. What is the extent of current manpower planning techniques employed by academic libraries?
3. To what extent does manpower planning meet the development needs of academic libraries?
4. What are the rationales for TQM practice in academic libraries?
5. What are the TQM techniques employed in academic libraries?
6. What is the extent of service delivery in academic libraries?
7. What is the focus of service delivery systems in academic libraries?
8. What are the challenges to effective service delivery in academic libraries?

Significance of the Study

Service delivery is of great paramount in academic libraries. In spite of the value manpower planning and total quality management add to service delivery in libraries, the two concepts are still not given adequate recognition in academic environment. A study such as this will be of importance to the various stakeholders in libraries, specifically library administrators, librarians and the students. The study will educate the library administrators and librarians on the importance and techniques for manpower planning and TQM in academic libraries. It will also enable librarians to know the techniques to improve their service quality. Students will benefit from the study as they will be the main benefactors of the effective services rendered by the library. The findings of this study will serve as a reference points to library administrators and other library staff who may intend to conduct investigation on issue relating to manpower planning and total quality management in libraries.

Manpower planning in libraries

Manpower planning is concerned with identifying the organization demand for human resource and devising means to ensure that a sufficient supply of labour is available to meet that demand (Cole, 1997). Manpower planning is an employment forecast. It is the process of forecasting and planning for the right numbers and the right kinds of personnel at the right places and at the right times, to perform various tasks that will benefit both the library and the individuals involved. Manpower is the most important resource of any organization. Success of any organization depends majorly upon its manpower and their performance (Kannappanavar & Kumbargoudar, 2010). Manpower planning refers to the process of developing and determining objectives, policies and programmes through which an organization develops, utilizes and distributes manpower so as to achieve its goals. Manpower planning is determination of right number and right skills of human force to suit present and future needs. It deals with determining requirements of right number and right kind of human force at right place and right time (Digha, Wenibowei, & Sophia, 2009). The effectiveness and quality of manpower planning in academic libraries rest upon establishing communication with all sections and units of the library and integrating this communication into a plan.

Manpower planning is the replacement planning which explains labour turnover, promotion, development and maintenance of employee programmes and assess the future needs of the organization so that adequate number of employees may be recruited. Manpower planning determines the way an organization could move from its present manpower position to its desired manpower position (Omodia, 2009). It as an organizational strategy for procurement, utilization and improvement of its human resources (Diksha, n.d). Manpower is the total knowledge, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values, attitudes and benefits of individuals involved. It is the sum total of the inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons (Digha, Wenibowei & Sophia, 2009). Mamoria and Gankar (2009) asserted that an organisation's performance and resulting productivity are directly manpower. This means that the extent of productivity which is a measure of success cannot be above the quantity and quality of manpower in the library.

Manpower planning is the process by which management determines how an organisation should move from current position to its desired manpower position (Omodia, 2009). Manpower planning enables an organization to have the right number and the right type of labour at the right place, at the right time, to do things which result in both the organisation and the individuals receiving the maximum long-range benefits. Noe, Hollenbeck, Gerhart and Wright (2004) referred to manpower planning as the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the organisation.

Manpower planning is a necessity in libraries. Manpower planning in libraries consists of a series of activities such as; forecasting the future manpower requirements of the libraries; making an inventory of the present manpower resources of the library and assessing the extent to which these resources are utilized; anticipating manpower

problems of the library by projecting present resources into the future and comparing them with the forecast requirements to determine their adequacy, both qualitatively and quantitatively; and planning the necessary programmes of requirements selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that the future manpower requirements are properly met (Omodia, 2009; Sivadas, 2012; Noe et al, 2004).

Manpower planning is a continuum in the libraries. In order to ensure effective performance in the library, required workforce with the necessary qualifications, skills, knowledge, work experience and aptitude for work is inevitable. Also, a large number of persons have to be replaced due to death, retirement, and physical and mental incapacitation. Manpower planning also reveals the areas where the library is over-staffed or experiencing shortage of staff. Frequent labour turnover, expansion programmes in the universities, and also the changing needs necessitates the recruitment of new labour (Sivadas, 2012). To meet the challenges of new and changing technology and new techniques of knowledge production, existing employees need to be trained or new blood injected into the libraries (Digha, Wenibowei & Sophia, 2009).

The issue of manpower planning in academic libraries has long been appreciated in ancient literature. Writers such as Seckler-Hudson (1955) McFarland (1979), Ojo, Aderinto and Fashoyin (1986) and Kumar (1987) identified the problems with which manpower planning is concerned to include the following:

- Identifying the requirements of manpower for various sections of the organisation
- Effective recruitment and selection
- Planning on-the-job training and in-service programmes
- Developing the necessary mechanisms for the execution of manpower programmes
- Sound classification and pay plans
- Correct placement
- Appreciable training and staff development
- Fair promotion and transfer
- Sound management-worker relationship
- Adequate provision for retirement
- Developing management and labour techniques and working conditions in order to ensure maximum productivity

Shawal, M. (n.d) identified the following processes of manpower planning in organizations:

- Forecasting Staffing Needs
- Forecasting Internal Supply
- Forecasting External Supply
- Correcting Shortage or Surplus

Following these processes of manpower planning in academic libraries requires an evaluation or appreciation of existing manpower resources, an estimation of the proportion of currently employed manpower resources which are likely to be within the firm by the forecast date, an assessment or forecast of labour requirements if the organisation's over-all objectives are to be achieved by the forecast date, and adoption of required measures to ensure that the necessary resources are available as and when required, that is, the manpower plan.

Need for Manpower Planning in Libraries

Manpower planning is a strategy for the acquisition, utilization, improvement and retention of an enterprise's human resources (Cole, 1997). The need for manpower planning in academic libraries is unquantifiable. Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carry out the integrated plan of the library (Noe, Hollenbeck, Gerhart and Wright, 2004). The whole essence of manpower planning in library is to ensure placement of the right employees in their rightful positions and ensuring that they work towards achieving the primary objective of the library which is to deliver quality services to the clientele. According to Akpan-Atata, Akwang, Akai and Eyene (2015), manpower planning is crucial in academic libraries as it helps to:

- ensure optimum use of human resources employed
- assess anticipated skills requirement
- measure actual performance against the expected performance
- ensure availability of necessary resources as and when required
- ascertain requirement level, anticipate redundancies and avoid unnecessary dismissals, and
- assess training and development needs.

Through manpower planning, management determines how libraries should move from current manpower position to their desired manpower position (Omodia, 2009). Manpower planning enables academic libraries to have the right

number and the right type of employees at the right place, at the right time, to do things which result in both the libraries and the employees receiving the maximum long-range benefits. Manpower planning helps libraries to ensure optimum use of human resources employed, assess anticipated skills requirement, measure actual performance against the expected performance, ensure availability of necessary resources as and when required, ascertain requirement level, anticipate redundancies and avoid unnecessary dismissals, and assess training and development needs (Kannappanavar & Kumbargoudar, 2010). Manpower planning in academic libraries helps tremendously in forecasting the future manpower requirements of the libraries; making an inventory of the present manpower resources of the library and assessing the extent to which these resources are utilized; anticipating manpower problems of the library by projecting present resources into the future and comparing them with the forecast requirements to determine their adequacy, both qualitatively and quantitatively; and planning the necessary programmes of requirements selection, training, development, utilization, transfer, promotion, motivation and compensation to ensure that the future manpower requirements are properly met (Omodia, 2009).

In order to ensure effective performance in the library, there is need to have the required workforce with the necessary qualifications, skills, knowledge, work experience and aptitude for work (Digha, Wenibowei, & Sophia, 2009). Also, a large number of persons have to be replaced due to death, retirement, and physical and mental incapacitation. Manpower planning reveals the areas where the library is over-staffed or experiencing shortage of staff. Frequent labour turnover, expansion programmes in the universities, and also the changing needs necessitate the recruitment of new labour. To meet the challenges of new and changing technology and new techniques of knowledge production, existing employees need to be trained or new blood injected into the libraries (Digha, Wenibowei & Sophia, 2009). Therefore, libraries have to put in place a proper manpower planning mechanism to ensure proficient and timely delivery of library services.

Through manpower planning, the distribution and utilization of the labour force is determined in advance. The inadequacy of the administrative mechanism to actually provide the high-level power for plan implementation is a contributory factor to the ineffectiveness of the library developmental planning. There arises the need to provide skilled manpower for expanding activities and to gear the library professional and educational system to such need. The strategic need of manpower to library service delivery has been appreciated by some authors (Akpan-Atata, Akwang, Akai & Eyene, 2015; Mamoria & Gankar, 2009; Sivadas, 2012). Manpower is the indispensable means of converting other resources to mankind's use and benefit (Ojo, Aderinto & Fashoyin, 1986).

Justifying the need for manpower planning in academic libraries, ARCL (2007) believed that today's library staff must include people that acknowledge themselves as active contenders in a race for relevance, regard, and resources. Some library staff should have strong technical skills and an ability to identify specific areas that technology can improve the institution in fulfilling its academic mission. Library staff must have the zeal and enablement to work effectively in alliance with faculty members to augment the strength of teaching and research. In order to maximize the utilization of available manpower, there should be unimpeded manpower planning throughout the library. Concerted efforts must be made to de-emphasize the present deep-rooted practice of statism in appointments to the library. Krishma (1993) identified the following needs for manpower planning in academic libraries.

- Effective manpower planning can facilitate the required personnel with requisite capacities, skills and aptitudes.
- Manpower planning is inevitable for meeting the replacement and new recruitment needs of the library.
- Manpower planning is needed in identifying the areas in which there is a shortage of skills in the library.
- Manpower planning is needed for maximum utilization of the existing staff and resources for the workload in university libraries.
- The need to establish recruitment levels and the number of promotions anticipate redundancies and avoid unnecessary dismissal calls for effective manpower planning.

According to Parmar and Makwana (2012), manpower planning help academic libraries in the following areas:

- Shortages and surpluses can be identified so that quick action can be taken wherever required.
- All the recruitment and selection programmes are based on manpower planning.
- It also helps to reduce the labour cost as excess staff can be identified and thereby overstaffing can be avoided.
- It recognizes the available talents in concern and training programmes can be done to enhance those talents.
- With the help of manpower planning we can utilize the human resources which are available which will increase the growth and diversifications of business.

Ashikuzzaman (2018) observed the following needs for manpower planning:

- For survival and stability
- For continuous development of employees' competencies to perform well in the constantly changing working environment
- To identify competency gaps of employees and train them to perform their present and future role effectively and create conditions to help employees bridge these gaps through development

- To enhance competency development in continuing basis for effective performance
- To increase the motivation of the employees to promote team building and collaboration climate
- To make them committed in their work
- To make them constant desire to put in effort and make things happen
- To make them trust each other in the workplace
- To encourage to take initiative and show reactivity
- To collaborate team spirit
- To increase quality and productivity

Manpower Planning Techniques in Academic Libraries

Manpower planning involves forecasting manpower needs, assessing manpower supply and reconciling supply and demand by employing some personnel-related programmes. Manpower planning process is determined by the organisation's strategic management decisions and environmental uncertainties. There is uniformity in manpower planning techniques across organizations including libraries, though based on the philosophy of the organization. Shawal (n.d), acknowledging the fact that manpower planning process is affected by the organisation's strategic management decisions and environmental uncertainties, identified the following manpower planning techniques applicable in academic libraries:

- 1. Forecasting Manpower Needs (Demand):** This refers to the process of forecasting the demand for manpower in the library. The factors in manpower planning that are forecast include competition (foreign and domestic), the economic climate (such as the stock market crash of 1992), laws and regulations and changes in technology, budget constraints, production levels, new products and services and organisational structure.
- 2. Short-term Forecasting:** This grows out of normal budgetary processes. Manpower budgets and projections are generally based on estimates the financial implications of acquiring additional employees.
- 3. Long-term Forecasting:** This is done with mathematical and statistical models. Unlike forecasting short-term needs, which generally involves necessary adjustments, to assure that specific vacancies are filled, long-term forecasts are more general in nature.
- 4. Linear Regression:** This is used to estimate the manpower necessary at a future point in time, based upon such factors as sales, output or services rendered. For example, if a college is expanding, it is likely that more lecturers will be required.
- 5. Forecasting Manpower Supply:** This requires manpower planners considering both the external supply and the internal supply of human resources. It is important for personnel planners to anticipate and pinpoint changes in personnel supply. Although manpower planning is concerned with having an adequate number of employees to fill positions within the organisation, it is equally concerned with providing the right type of person for the job.
- 6. Balancing Manpower Supply and Demand:** This involves balancing manpower supply and demand in order that vacancies can be filled by the right employee at the proper time. Balancing supply and demand is largely a matter of planning, timing and use of various personnel-related programmes to achieve the desired results.

Total Quantity Management (TQM) in Libraries

TQM is an effective system for integrating the quality development, quality maintenance and quality improvement efforts of various groups in an organization so as to enable production and service at the most economical level which allows for full customer satisfaction. Quality plays a crucial role in survival of an organization. Quality focuses on fulfilling needs, and preferences of customers. The services provided by the library must satisfy its customers. As libraries ameliorate the quality standard of their services, the expectations of the library users are proficiently and adequately met. Therefore, the fast growing libraries anticipates the dynamics in the delivery of their services by improving their services continuously. This requires widespread application of quality management tools, such as cost of quality, process integrity, and other measurement techniques for the survival of the library. As a management tool, TQM acts as a powerful management tool which integrates both internal and external customer and able to provide quality services with limited resources. Academic libraries are committed to providing quality service to its clients. Provision of right information at right time is the primary rationale for the implementation of TQM approach in academic libraries.

TQM is an effective system for integrating the quality development, quality maintenance and quality improvement efforts of various units of the libraries with a view to enabling service delivery at the most economical level which allows for full customer satisfaction. Total quantity management (TQM) refers to management approach to long-term success by satisfying the needs of the clientele. In TQM effort in the library, every member of the library is involved in ameliorating processes, services, and the culture in which they work. Modern TQM systems have eight basic tenets. These, according to The Certified Manager of Quality/Organizational Excellence Handbook (2013) are: customer-focused, total employee involvement, process-centered, integrated system, strategic and systematic approach, continual improvement, fact-based decision making, and communications. TQM is comprehensive and structured strategy through which library seeks to improve the quality of its services through ongoing refinements in

response to continuous feedback (Akpan-Atata, Akwang, Akai & Eyene, 2015). The whole essence of TQM in academic libraries is to introduce a new cultural change that is likely to usher in greater participation of the employees to achieve the goals and objectives of the library.

TQM is an important way of putting all the library processes in order at every level i.e. individual level, department level and the organization level. Oakland (2003) advocated that TQM is a completely integrated effort for gaining competitive advantage by continuously improving every facet of the organizational culture. As service-oriented establishments, libraries are expected to render quality services to their users. Academic libraries, due to the purpose they serve, aim at excellence and continuous improvement in their services. Achieving this requires the pursuit of TQM. TQM is a network of processes and activities through which the staff of an organization can see different aspects of a problem and can constructively explore workable ways to solve it. Sivankalai and Thulasi (2012) posited that TQM enables libraries to search for continuous improvement that go beyond their own limited vision of what is possible. TQM is a strategy by which management and staff get involved in the continuous improvement of services delivery in libraries (Sivankalai & Thulasi, 2012). Libraries are ideal places to implement TQM. They are service organizations dedicated to their customers the patrons. By formulating a strategic plan, and following it with a commitment to continuous quality improvement, library managers can transform and improve their organizations.

The primary concern of TQM in library is continuous quality improvement in the delivery of library services. As a management approach, TQM aims at achieving and sustaining long-term library success through encouraging employee feedback. It provides general concept that encourages continuous improvement in a library-wide perspective, involving everyone and everything. As management philosophy, TQM aims at harnessing the human and material resources of the library in the most effective way to achieve a set of goals. Kanguru (2014) conducted a study to investigate the service quality of the Aga Khan University library using a user-based assessment tool. Total quality management formed the basis and nursing and medical students formed the population. The findings established that the expectations of the Aga Khan University library users were higher than their perception. The study further revealed that there were service quality gaps in some of the library services offered by the library.

The primary concern of TQM in library is continuous quality improvement in the delivery of library services. As a management approach, TQM aims at achieving and sustaining long-term library success through encouraging employee feedback. TQM provides general concept that encourages continuous improvement in a library-wide perspective, involving everyone and everything. As management philosophy, TQM aims at harnessing the human and material resources of the library in the most effective way to achieve a set of goals.

Rationales for TQM Practice in Academic Libraries

TQM is not a destination, but a journey towards improvement of the process. The rationale for TQM practice in libraries precipitates on users' needs as well as the demands of the dynamic environment of service delivery in libraries. TQM is holistic to the management of libraries as its implementation is in line with the objectives of the library. The fundamental rationale behind TQM in libraries lies on the fact that libraries operate in accordance with strategic plan comprising vision and mission statements, goals and objectives together with short-term and long-term plans of the libraries.

The importance of adopting TQM in libraries, according to Santhoshkumar and Murugesapandiyan (2016), is that TQM assist to focus evidently on the needs of the library users; encourage top quality performance from library staff; delineate the procedures towards quality performance; enable all the library staff to jointly work towards the objectives of the library; enable libraries to fully comprehend potential challenges and develop an effective combating strategy; and encourage effective communication and acknowledges good performance. Also among the benefits of TQM are: quality service delivery, reduced service delivery costs, improved performance, reduction in employee grievances, effective team work, improved job interest and work morale, amelioration of human relations, participative culture, users satisfaction, and development of problem solving skills.

TQM can serve as the catalyst that enables librarians to examine issues such as leadership, staff, empowerment, incentive programme, and work simplification, innovation and performance evaluation. TQM encourages continuous qualitative library services to users and prioritize user satisfaction issues. It ensures a non-threatening environment for open debate for problem. Santhoshkumar and Murugesapandiyan (2016) posit that the primary rationale for adopting TQM is that it embodies some values and strategies which are common and already established concepts in libraries. Among these are elements of participative management, staff training and development and responsive service to customers. However, some of the basic and extraordinary elements of TQM such as continuous improvement, quality tools and measurement and customer-focused planning are not usually applied in libraries. Based on these reasons, libraries have to expand and enhance principles they already value and employ, while introducing new strategies to planning, problem solving and envisioning future customer services and needs.

Specific importance of TQM in academic libraries, according to Santhoshkumar and Murugesapandiyan (2016), include: thorough commitment to quality and continuous improvement; reliable system of information supply for decision making; proper training system for staff; and direct involvement of staff and empowerment throughout TQM process. Also, TQM assists to focus evidently on the needs of the library users, encourage top quality performance from library staff, delineates the procedures towards quality performance, enable all the library staff to jointly work towards the objectives of the library, enable libraries to fully comprehend potential challenges and develop an effective combating strategy, encourage effective communication and acknowledges good performance, reduce service delivery costs, improve performance, reduce employee grievances, stimulate effective team work, improve job interest and work morale, ameliorate human relations, foster participative culture, increase users satisfaction, and develop problem solving skills.

TQM can serve as the catalyst that enables librarians to examine issues such as leadership, staff, empowerment, incentive programme, and work simplification, innovation and performance evaluation. TQM encourages continuous qualitative library services to users and prioritize user satisfaction issues. It ensures a non-threatening environment for open debate for problem. In spite of the numerous importance of TQM, a number of barriers are faced in implementation of TQM in academic libraries. These, according to Sathe (2015), are:

- Staff see TQM as another management fad of the day.
- Fear of losing control by the management.
- TQM needs a long term investment of time over a number of years as processes are analyzed and an organizational culture is changed. This is capable of causing resistance and other hindrances in these days of increasing financial & other pressures.

Kumar (2012) identified the following importance of TQM in libraries:

- Creation of a structure of the organisation where desired information is retrieved and made accessible efficiently.
- Management principles adopted by libraries in the past which have no regard for quality of services all failed.
- Today technologies have changed our social and economic life.
- The introduction of TQM makes great demands on the staff.

Total Quality Management Techniques in Academic Libraries

As a management philosophy, TQM embraces all activities through which the needs of the of the library users and the objectives of the library and its parent body, are satisfied in the most efficient and cost-effective way by maximizing the potential of all employees in a continuing drive for improvement (Kumbar, 2004). Library is one of the best units where TQM is most needed in academic environments. Salegna and Fazel (1996) as cited in Jafari and Setak (2010) grouped TQM techniques into six major categories as determined by their primary area of implementation focus

1. Customer-based
2. Management-based
3. Employee-based
4. Supplier-based
5. Process-based; and
6. Product-based.

In library as a service providing entity, customer-based, management-based, employee-based, supplier-based, process-based, and product-based manpower planning techniques are applicable in ensuring effective delivery of library services. Customer-based technique is the focal point of every TQM programme. Customer satisfaction is only achieved and maintained should customers play an active role in the process of quality improvement. Major techniques used to accomplish this are customer needs analysis, customer surveys and quality function deployment. Management-based technique equally play significant role in successful implementation of TQM. This involves strong leadership and support from top management. The rationales and purpose of implementing TQM should be communicated by top management to the staff. Employee-based techniques pave way for augmenting the participatory role of workers. Employee-based techniques include empowerment, teamwork and cross-training. The techniques usually result in employees' opinionating decision making authority, greater job responsibilities, and increased motivation and sense of pride in their work.

Library Services

The services rendered by academic libraries are designed to facilitate the actualization of the objectives of the university. Apotiade (2002) identified the following academic library services.

- Reference services
- Research needs for users
- Display and exhibition of topical issues

- Inter-library loans services
- Cataloguing and classification of information resources
- Selecting and acquisition of materials
- Indexing and abstracting services
- Compilation of bibliographies
- Serials management and control

Adeoye and Popoola (2011) asserted that the philosophy of librarianship precipitates on effective library services delivery. As such, libraries have to add value to their services because of competing online information now readily available (Adegun, Oyewumi, Oladapo, Sobalaje, 2015). Provision of effective services requires libraries to continue to undertake the acquisition, storage, and dissemination of information in all forms to users in order to satisfy their needs. Also, effective library service should be timely in delivery, meet identified needs, have ease of use and be courteously delivered.

Toledo University (2018) grouped the services provided by its library as follows:

1. Public services: This include borrowing (Circulation) and course reserves
2. Collection services: Under these services are acquisition/collection management, system/library technology, cataloguing, and collection sharing (interlibrary loan).
3. Library instruction/information literacy: These include reference services, photocopies, and computing in the library/information commons.
4. Services for faculty, graduate students, patrons with disability and off campus users

Service Delivery System in Academic Libraries

Academic libraries are situated in universities, colleges of education or any tertiary institutions of higher learning whose collections are basically for all the faculties and departments in the university (Anyanwu, 2018). The main functions of academic libraries are: to provide quiet reading environment for students and lecturers and the host community of the university. The services rendered by academic libraries are designed to facilitate the actualization of the objectives of the universities. The aim of academic library is to provide integrated services that will enhance the quality of instruction and instructional delivery to improve students' achievement and facilitate a 21st century learning environment (Pew Research Centre, 2013). Academic libraries work around the complexity of service delivery systems by developing creative ways to make the clients part of the delivery system as engaged participants in the system itself. Service delivery systems in academic libraries include staff that deal directly with students and the staff that work in the back office that never directly interact with students. As such, the structural service delivery mechanisms need to reflect the standards of the libraries and meet the needs of students as much as possible. The service delivery system has to meet the service specification by following the philosophy of the library.

Anyanwu (2018) asserted that improved service delivery in academic library is targeted at:

- Promotion of research and provide research materials like bibliographies, biographies glossaries and abstracts to students, lecturers and researchers.
- Promotion of learning amongst students and teachers by providing circular and reference materials such as dictionaries, encyclopedias, manuals, atlases, gazetteers, monographs etc.
- Creation of awareness of latest developments in science and technologies and others fields of learning to the university community.
- Giving orientation, etiquette on how to source for materials in the library which is not common to patrons, especially new students.

To ensure effective delivery of library services, ACRL (2007) opined that academic libraries have the following mandates:

- Broadening the catalogue of resources libraries provide in support of academic inquiry and discovery
- Fostering the creation of new academic communities on campus.
- Supporting and managing the institution's intellectual capital
- Become more assertive in helping their institutions define strategic purposes

In academic libraries, all the efforts of library staff are directed towards satisfying the needs of the users. Service delivery mechanisms and the attitudes of library staff determine to an immeasurable level the extent of users' satisfaction with library services. The services of librarians are expected to give maximum support to teaching, learning and research. Therefore, libraries are expected to deliver services that will meet the information needs of the patrons. Ijiekhuamhen, Blessing and Omosokejimi (2015) conducted a study to assess users' satisfaction on academic library performance, the respondents showed high level of satisfaction to library service delivery. These include: photocopy/scanning machine provided in the library (98%), opening hours of the library (93%), willingness to serve users (73%), and provision of internet service (62%). They recommended that libraries should improve their

service, infrastructure and collections so as to serve users' learning and research needs. The findings further suggest that library should stay open longer so as to enhance efficiency and effective services delivery.

Challenges of Service Delivery in Academic Libraries

Academic libraries are dedicated to providing free and equitable access to information for students, staff and researchers, be it in written, electronic or audiovisual form. They play prominent roles in creating literate environments and promoting literacy by offering pertinent and information resources for their students. The process of delivering quality services is hampered by a number of barriers. Academic libraries face the challenges of insufficiency of the required number of information resources needed. Aguolu and Aguolu (2002) attribute the insufficiency of information resources to the steady proliferation of tertiary institutions: federal, state, and private, together with increases in students and faculties, and the diversification of courses and academic and research programmes, without adequate information resources to meet the information needs. Ajayi and Akinniyi (2004) observe frustration among information seekers resulting from non-availability of information resources. Oyediran-Tidings (2004) conducted a study on information needs of library users at the Yaba College of Technology, Lagos. He discovered low use of the library by the students, which he attributed to unavailability of desired information resources.

Technology adaptation influences the quality of library service delivery. It is becoming increasingly difficult for the 21st librarians to cope with the pace of technological development. Farah (2013) notes that despite the fact that librarians are imbibing a friendly internship with technology, they can still not cope with the rate ICT is penetrating library operation. Students these days are not inclined to using print resources. Technology has invaded library operations. Most academic libraries lack the basic infrastructure for the delivery of information services. Information infrastructure such as the Internet, computers, audio-visual materials, etc, are not adequate to meet the information needs of the students. The cost of acquiring the required information infrastructure is high.

Ineffective manpower planning poses great threat to service delivery in academic libraries. Through manpower planning, projection is made to the number and quality of manpower required as well as sponsoring the personnel to training and workshop on the modern trends in library and information science practice. However, in a situation whereby the library staff are in short supply and the required qualities are lacking, there bound to be problem in service delivery. It must be noted that staff are deformed if they are not informed of the current issues regarding how to perform service delivery functions in the digital era. If librarians and para-professional staff fail to attend training and workshop regularly in order to acquaint themselves of the new trends in librarianship, the current pace of development in the digital world which has manifested significantly in the ways library services are rendered will leave them off-balance in their career.

Lack of adherence to TQM practice in the library also affects service delivery in academic libraries. TQM is a way of managing to improve the effectiveness, efficiency, flexibility and competitiveness of the library. It involves whole library getting organized and committed to quality in each department, each activity and each person at each level. Failure to observe total quality management in academic libraries increases the defect of the library and reduces the productivity (Nitin & Abhay, 2010).

According to Omekwu and Echezona (2008) and Ramzan, M. (2004), the challenges of service delivery in academic libraries are:

- Lack of competency
- Lack of technology literacy
- Lack of basic skills in the use of information technology
- Poor internet connectivity
- Inadequate power supply
- Poor funding

Research Methodology

The study adopted descriptive research design of survey type. The population of the study was 83 staff comprising 45 librarians and 38 library officers in the university libraries of the seven universities in Ondo State, Nigeria. Total enumeration sampling technique was used to capture the entire librarians and library officers in the seven universities. Questionnaire was used to collect data from the respondents. Out of 83 copies of the questionnaire administered, 62 were filed representing 74.7% response rate. Demographic information was analysed using simple percentage while the research questions were analysed using descriptive statistics (mean). Criterion mean for the research questions was set at 2.0, meaning that any mean above 2.0 was considered high while the mean below 2.0 was considered low.

4. Results and Discussion of Findings

Table 1: Demographic Variables of the Respondents

Variable	Librarians		Library Officers	
	No	%	No	%
Gender:				
Male	17	54.8	15	48.4
Female	14	45.2	16	51.6
Total	31	100	31	100
Age Range:				
21 – 30	0	0	2	6.5
31 – 40	9	29	13	41.9
41 – 50	12	38.7	11	35.5
51 and above	10	32.3	5	16.1
Total	31	100	31	100
Academic Qualifications				
PhD	8	25.8	0	0
M.Phil.	0	0	0	0
Masters	23	74.2	4	12.9
1st Degree	0	0	17	54.8
OND/DLS	0	0	10	32.3
Total	31	100	31	100

Table 1 reveals the demographic variables of the respondents. 31 of the respondents were librarians and 31 were library officers. 17(54.8%) of the librarians were male and 14(45.2%) were female. Also, 15(48.4%) of the library officers were male while 16(51.6%) were female. Age composition of the respondents showed that 9(29%) of the librarians were between age 31-40, 12(38.7%) were between 41-50, and 10(32.3%) were 51 years and above. Also, 2(6.5%) of the library officers fell between age 21-30, 13(41.9%) were between age 31-40, 11(35.5%) were between age 41-50, while 5(16.1%) were 51 years and above. Academic attainments of the respondents showed that 8(25.8%) of the librarians held PhD and 23(74.2%) held masters degree. Also 23(12.9%) of the library officers held masters degree, first degree 17(54.8%), and OND/DLS 10(32.3%).

Answering of Research Questions

With likert scale responses, a mid-point mean value of 2.00 and above was accepted as positive response while the values of less than 2.00 was considered as negative and rejected.

Research Question 1: What are the needs for manpower planning in academic libraries?

Table 2: Need for Manpower planning in Academic Libraries

Note: SA= Strongly Agree, A= Agree, D= Disagree, SD= Strongly Disagree and X= Mean

Needs for manpower planning	SA	A	D	SD	X	Decision
Selection and recruitment of qualified personnel	14	29	14	5	2.63	A
Assessment of training and staff development needs	13	17	24	8	2.44	A
Optimum and effective use of manpower resources	12	26	21	3	2.24	A
Assessment of future skills requirement	6	40	15	1	2.18	A
Provision of control measures to ensure availability of required human resources	10	38	13	1	2.13	A
Determination of staff requirement level	15	30	14	3	2.11	A
Anticipation of redundancies	17	29	9	7	2.08	A
Avoidance of unnecessary dismissals	17	35	7	3	2.07	A
Replacement planning in the library	18	22	12	10	2.06	A
Anticipation of labour turnover	17	27	8	10	2.06	A
Development of promotion criteria	17	21	13	11	2.04	A
Sound classification and pay plan	17	17	17	11	2.02	A

Forecasting of future manpower requirements	15	19	16	12	2.00	A	
Average Mean						2.16	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 2 reveals the responses of the respondents on the need for manpower planning in academic libraries with varying mean scores. The responses to all the items that constitute the need for manpower planning in academic libraries were positive. With an average mean ($X=2.16$) which is greater than the criterion mean (2.00), it can be concluded that the respondents agreed that all the elements in table 2 constitute the needs for manpower planning in academic libraries.

Research Question 2: What is the extent of manpower planning techniques employed by academic libraries?

Table 3: Extent of manpower planning techniques employed by academic libraries

Note: VHE = Very High Extent, HE = High Extent, LE = Low Extent, VLE = Very Low Extent

Technique of manpower planning	VHE	HE	LE	VLE	X	Decision	
Forecasting Manpower Needs (Demand)	38	24	0	0	3.61	A	
Forecasting Manpower Supply	34	28	0	0	3.55	A	
Balancing Manpower Supply and Demand	32	27	3	0	3.47	A	
Short-term Forecasting	25	37	0	0	3.40	A	
Long-term Forecasting	29	29	4	0	3.40	A	
Linear Regression	24	38	15	0	3.39	A	
Average Mean						3.47	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 3 shows the various manpower planning techniques employed in academic libraries. All the items were rated higher than the criterion mean ($X=2.00$). It can be inferred from the table that techniques such as forecasting manpower needs (Demand), forecasting manpower supply, balancing manpower supply and demand, short-term forecasting, long-term forecasting, and linear regression are employed by the libraries.

Research Question 3: To what extent does manpower planning meet the development needs of academic libraries?

Table 4: Extent manpower planning meets development needs of academic libraries

Development Needs	VHE	HE	LE	VLE	X	Decision	
Staffing programme	28	24	6	4	3.66	A	
Training and development programmes	25	25	6	6	3.53	A	
Recruitment policies	21	30	5	6	3.26	A	
Job placement	22	27	10	3	3.15	A	
Promotion	18	26	7	11	3.04	A	
Employer-employee relationship	18	25	9	10	2.84	A	
Staff induction	16	16	17	13	2.23	A	
Working conditions	14	13	15	20	2.18	A	
Average Mean						2.99	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Extent to which manpower planning meets development needs of academic libraries is revealed in table 4. All items were rated higher than the criterion mean ($X=2.00$). This means that the extent to which manpower planning meets development needs of academic libraries is high. The results indicate that staffing programme, training and development programmes, recruitment policies, job placement, promotion, and employer-employee relationship meet the development needs of academic libraries to a high extent.

Research Question 4: What are the rationales for TQM practice in academic libraries?

Table 5: Rationales for TQM practice in academic Libraries

Rationales for TQM practice	SA	A	D	SD	X	Decision
Encouragement of staff towards top quality performance	12	28	16	6	2.63	A
Commitment to continuous improvement of quality	29	21	6	6	2.61	A
Improved quality service delivery	21	26	9	6	2.52	A
Effective team work	21	27	8	6	2.22	A
Improve method to satisfy the needs of library users.	20	29	8	5	2.09	A
Maintenance of non-threatening environment for open debate for problem	29	18	9	6	2.07	A
Reliable system of information supply for decision making	25	26	7	4	2.05	A
Reduction in service delivery costs	29	19	10	4	2.03	A

Delineation of procedures towards quality performance.	30	17	10	4	2.03	A	
Effective communication and acknowledgement of good performance	27	24	9	2	2.01	A	
Development of participative culture	32	18	9	3	1.97	R	
Development of problem solving skills	32	20	6	4	1.91	R	
Average Mean						2.18	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

The findings in table 5 revealed that the major rationales for TQM practice in academic Libraries are encouragement of staff towards top quality performance (2.63), commitment to continuous improvement of quality (2.61), Improved quality service delivery (2.52), effective team work (2.22), and improve method to satisfy the needs of library users (2.09) as they have mean values higher than the criterion mean (2.00). Only development of participative culture (1.97) and development of problem solving skills (1.91) are lower than the criterion mean, meaning that they are not major rationales for TQM practice in academic Libraries.

Research Question 5: What are the TQM techniques employed in academic libraries?

Table 6: TQM techniques employed in academic libraries

TQM Techniques	Very High Extent	High Extent	Low Extent	Very Low Extent	X	Decision	
Customer-based	52	10	0	0	3.62	A	
Employee-based	41	16	4	1	3.53	A	
Process-based	38	15	7	2	3.09	A	
Management-based	22	19	7	4	2.98	A	
Product-based	9	17	18	18	2.63	A	
Supplier-based	9	14	21	18	2.11	A	
Average Mean						2.99	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 3 shows the TQM techniques employed by academic libraries. Customer-based technique has the highest mean value (3.62), followed by employee-based (3.53), process-based (3.09), management-based (2.98), product-based (2.63) and supplier-based (2.11). With an average mean of 2.99 which is greater than the criterion mean of 2.00, it can be inferred that the TQM techniques employed by academic libraries are potent.

Note: Decision A = Agree and R = Reject

Research Question 6: What is the extent of service delivery in academic libraries?

Table 7: Extent of service delivery in academic libraries

Services	VHE	HE	LE	VLE	X	Decision	
Response to users	16	33	11	2	2.89	A	
Cataloguing and description of library resources	26	34	2	0	2.52	A	
Answering of users' queries	6	33	22	1	2.49	A	
Orientation on the use of library resources	5	35	19	3	2.25	A	
Provision of reprographic and scanning services	20	27	11	4	2.22	A	
Provision of broad databases	12	20	19	11	2.08	A	
Provision of access to printed journals	19	19	15	9	2.03	A	
Quality assurance	23	21	10	8	2.03	A	
Provision of internet access for the users of library	17	32	11	2	1.92	R	
Suitability of hours of service	9	12	18	23	1.87	R	
Average Mean						2.23	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 7 reveals the extent of delivery of library services. The average mean (2.23) is higher than the criterion mean (2.00). This means that the extent of service delivery in academic libraries is high. All the items have mean values higher than the criterion mean (2.0) except provision of internet access for the users of library (X = 1.92) and suitability of hours of service (X = 1.87).

Research Question 7: What is the focus of service delivery systems in academic libraries?

Table 8: Focus of service delivery systems in academic libraries

Focus of service delivery systems	SA	A	D	SD	X	Decision
Promotion of learning	42	20	0	0	3.68	A
Supporting and managing the institution's intellectual capital	38	24	0	0	3.61	A

Creation of awareness of latest developments	35	27	0	0	3.56	A	
Broadening the catalogue of resources libraries provide in support of academic inquiry and discovery	33	27	2	0	3.50	A	
Promotion of research	27	35	0	0	3.44	A	
Giving orientation, etiquette on how to source for materials in the library	26	36	0	0	3.42	A	
Fostering the creation of new academic communities on campus	18	28	16	0	3.03	A	
Average Mean						3.46	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 8 shows the focus of service delivery systems in academic libraries. All items were rated higher than the criterion mean ($X=2.00$). It can be inferred from the table that promotion of learning (3.68), supporting and managing the institution's intellectual capital (3.61), creation of awareness of latest developments (3.56), broadening the catalogue of resources libraries provide in support of academic inquiry and discovery (3.50) and so on are the focus of service delivery systems in academic libraries.

Research Question 8: What are the challenges to effective service delivery in academic libraries?

Table 9: Challenges to effective service delivery in academic libraries

Challenges to effective service delivery	SA	A	D	SD	X	Decision	
Ineffective manpower planning	26	34	2	0	3.86	A	
Insufficient information resources	23	33	4	2	3.75	A	
Lack of adherence to TQM practice	23	31	5	3	3.51	A	
Technology adaptation	19	27	10	6	3.37	A	
Inadequate basic library infrastructure	19	27	8	8	3.18	A	
Cost of acquiring library resources	20	23	8	11	3.04	A	
Insufficient administrative commitment	16	22	13	11	2.83	A	
Inordinate library policies	13	24	10	15	2.31	A	
Lack of information skills by librarians	13	22	9	18	2.19	A	
Average Mean						3.12	
Criterion Mean						2.00	

Note: Decision A = Agree and R = Reject

Table 9 shows challenges to effective service delivery in academic libraries. The average mean (3.12) is higher than the criterion mean (2.00). This means that effective service delivery in academic libraries is hampered by ineffective manpower planning, insufficient information resources, lack of adherence to TQM practice, technology adaptation, inadequate basic library infrastructure, cost of acquiring library resources, and insufficient administrative commitment.

Summary of the findings

Based on the data presented and analysed, the findings could be summarized as follows:

- Needs for manpower planning in academic libraries include: selection and recruitment of qualified personnel, assessment of training and staff development needs, optimum and effective use of manpower resources, assessment of future skills requirement, provision of control measures to ensure availability of required human resources, determination of staff requirement level, anticipation of redundancies, avoidance of unnecessary dismissals, and replacement planning in the library.
- The various manpower planning techniques employed in academic libraries are: forecasting manpower needs (Demand), forecasting manpower supply, balancing manpower supply and demand, short-term forecasting, long-term forecasting, and linear regression are employed by the libraries.
- Manpower planning meet the needs of academic libraries to a high extent in areas such as: staffing programme, training and development programmes, recruitment policies, job placement, promotion, employer-employee relationship, staff induction, and working conditions.
- The rationales for TQM practices in academic libraries include: encouragement of staff towards top quality performance, commitment to continuous improvement of quality, improved quality service delivery, effective team work, improve method to satisfy the needs of library users, maintenance of non-threatening environment for open debate for problem, reliable system of information supply for decision making, reduction in service delivery costs, and delineation of procedures towards quality performance.

- The findings also revealed the TQM techniques employed in academic libraries such as customer-based, employee-based, process-based, management-based, product-based, and supplier-based. The TQM techniques are potent and efficient.
- As revealed in the study, the extent of service delivery in academic libraries is high in areas such as response to users, cataloguing and description of library resources, answering of users' queries, orientation on the use of library resources, provision of reprographic and scanning services, provision of broad databases, provision of access to printed journals, and quality assurance.
- Findings of the study further revealed that the focus of service delivery systems in academic libraries are promotion of learning, supporting and managing the institution's intellectual capital, promotion of research, creation of awareness of latest developments, broadening the catalogue of resources libraries provide in support of academic inquiry and discovery, and fostering the creation of new academic communities on campus.
- It was evidenced from the findings that the major challenges militating against effective service delivery in academic libraries. These are: ineffective manpower planning, insufficient information resources, lack of adherence to TQM practice, technology adaptation, inadequate basic library infrastructure, cost of acquiring library resources, insufficient administrative commitment, inordinate library policies, and lack of information skills by librarians.

Conclusion and Recommendations

Delivering quality service is a central issue in academic libraries. As a service unit within an academic environment, libraries have to provide services that adequately meet the growing needs of the users. Ensuring effective delivery of library services is precipitated on manpower planning and total quality management. The relevance of academic library hinges on adequacy of information resources, provision of serene research environment and provision of directional services. Therefore, qualified personnel need to be recruited to provide library services in the digital age. Also, TQM is supposed to be a perpetual service provision philosophy through which there will be continuous improvement in the provision and delivery of library services. The study reveals that manpower planning and total quality management are the primary tools on which provision and delivery of effective services in academic libraries are based.

Based on the findings of the study, the following recommendations are made:

- Effective manpower planning should be in the policies of the library.
- Manpower planning system should be aligned with library requirements
- Staff should be encouraged towards top quality performance
- Pragmatic TQM techniques must be used to get the best from the staff
- Staff should be motivated to jointly work towards the objectives of the library

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