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## EFFECTIVE MANAGEMENT OF CULTURAL HERITAGE INFORMATION RESOURCES: A COMPARISON OF LIBRARIES AND MUSEUMS IN SOUTH EAST NIGERIA

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# EFFECTIVE MANAGEMENT OF CULTURAL HERITAGE INFORMATION RESOURCES: A COMPARISON OF LIBRARIES AND MUSEUMS IN SOUTH EAST NIGERIA

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## **Abstract**

*This study examines the fundamentals of effective management of cultural heritage information resources. Three research questions were developed to guide the study and a descriptive survey research design was adopted for the study. The population of the study consists of all the staff of public libraries and museums in South-East, Nigeria. A total sample size of 379 respondents was selected using a simple random sampling technique. The researchers developed a questionnaire entitled "Effective Management of Cultural Heritage Information Resources Questionnaire (EMCHIRQ) for data collection. The instrument for data collection was trial-tested for reliability. A total 379 copies of the questionnaire were distributed to the respondents, out of which 361 were returned and found usable by the researchers. This gave a response rate of 95%. The data collected were analyzed using mean ( $\bar{X}$ ) and standard deviations to answer the research questions. Also T-test was used to test the hypotheses. Three null hypotheses were formulated to guide the study and were tested at 0.5 level of significance. Based on the data collected and analysed, the major finding of the study revealed that there is need for the proper management of cultural heritage information resources using basic management principles to achieve these goals. These principles of management are narrowed down to the basic functions of organizing, staffing and controlling as discussed in this study.*

**Key Words:** Cultural Heritage Information Resources, Principles of Management, Effective Management, Libraries and Museums.

## **Introduction**

Management is involved in every aspect of human activity. It is an act of leading, planning, organizing, staffing, directing as well as controlling human and material resources in order to achieve and maintain set goals. According to Ifidion and Ifidon (2007), management is a process by which organizations ensure that their objectives are achieved by the proper planning, organization and controlling of their resources-human and material. In their view, the four key resources which the librarian manages are people (library staff and clientele); information (bibliographic and media resources); physical facilities (building, furniture and equipment); and finance. This means that management requires rational use of all resources and capital to adequately achieve organizational mission and goals and to obtain a certain outcome, product or service.

Fayol in Akrani (2011) noted that “to manage is to forecast and to plan, to organize, to command, to co-ordinate and to control”. On the other hand Akrani (2011) sees management as an individual or a group of individuals that accept responsibilities to run an organization. These individuals plan, organize direct and control all the essential activities of the organization. Management according to him does not do the work themselves. They motivate others to do the work and co-ordinate – that is bring together all the work for achieving the objectives of the organization. Akrani observed that management brings together all six MS i.e men and women, money, machines, materials, methods and markets. These resources are used for achieving organizational objectives such as high sales, maximum profits, business expansion, etc.

Management principles in cultural heritage institutions are categorized into the major functions of planning, organizing, controlling and leading. These principles are actually highly integrated in the daily activities of cultural heritage institutions. According to Carpenter, Bauer & Erdogan (2012), planning is the function of management that involves setting objectives and determining a course of action for achieving those objectives. Planning requires that managers be aware of environmental conditions facing their organizations and forecast future conditions. It also requires good management decision making on

the critical contingencies facing the organizations in terms of economic conditions, their competitors, and their customers (users).

On the other hand, organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives. This structure is the framework within which effort is coordinated. Organizing in cultural heritage institutions involves deciding how best to cluster jobs into departments to coordinate effort effectively. Decisions must be made about the duties and responsibilities of individual jobs, as well as the manner in which the duties should be carried out.

The art of leading as a principle of management involves the social and informal sources of influence that managers use to inspire others. This is the management technique which is used by managers to make their subordinates to be enthusiastic about exerting effort to attain organizational objectives. Managers need to develop their capacities using these management techniques for the protection and maintenance of cultural resources for effective utilization in their institutions.

One of the most important principles of management is the control function. It manages with standards, testing and assessment of activities. It targets correction for improvement. According to Yankova (2012), controlling may be preliminary, current (most strategically justified), operating, closing, external and internal. Management functions are interrelated and dependent. They support management decisions, as their accompanying function. In management, controlling, entails ensuring that performance does not deviate from organizational standards. This includes establishing performance standards, comparing actual performance against standards, and taking corrective action when necessary. In cultural heritage institutions, effective controlling requires the existence of plans, since planning provides the necessary performance standards or objectives. It also requires a clear understanding of where responsibility deviates from organizational standard.

Saur and Munchen (2001) agreed that a successful public library is a dynamic organization working with other institutions and with individuals to provide a range of library and information services to meet the

varied and changing needs of the community. To be effective, it requires experienced, flexible and well trained managers and staff able to use a range of management techniques to achieve organizational goals. Museums on the other hand according to Okpoko (2011) are institutions for research, teaching, exhibition and conservation in one or more fields of human activity. It is an institution that collects, studies, exhibits and conserves objects for cultural and educational purposes. (Kenney, 2014) opined that it is important, however, that libraries and other cultural heritage institutions maintain their historic role as flame bearers from one generation to the next. They must find new ways to do so by taking risks and forging new partnerships, not only with other cultural repositories but also with creators, publishers, and ordinary folk. Bishoff and Allen (2004) noted that libraries, museums, archives and historical societies – often referred to collectively cultural heritage institutions – have amassed physical artifacts and information recorded on physical for the purpose of providing long term access to them.

In contemporary period, cultural resources have incorporated the management of intangible components of cultural diversity and cultural practices including language, art, music, customs and traditional ecological knowledge and subsistence practices such as hunting. These changes recognize that tangible objects, such as buildings, contain no necessary cultural value in and of themselves. Rather, they are assigned value based on the intangible elements that give them context and meaning. These factors are often based on how contemporary people use the cultural object or place. As such, the management of cultural resources is sometimes implemented through traditional methods as opposed to a more contemporary style of management. Managing the intangible values of tangible cultural resources can be very difficult and would often require professional management skills to achieve. Sound management of cultural resources recognizes that cultural resources are constantly susceptible to change and need conscious decisions to manage those changes. Decisions about the management of cultural resources should always be made in consultation with relevant community leaders, librarians, cultural resources managers, experts and stakeholders. They must also be in line with the relevant heritage legislation which may require specific conservation, mitigation or safeguarding measures. This means that what cultural

resources should look like; why it is significant and how it should be managed, must be defined primarily by the people for whom that cultural resources are meant for. This should be achieved using different management principles.

### **Statement of Problem**

Cultural heritage institutions such as libraries and museums are obliged to promote the preservation and maintenance of cultural heritage resources of all communities and have specific duties in the management of these resources for their effective utilization. These institutions address the fundamental aspects of cultural resources which directly aimed at the protection and promotion of real social-cultural, economic values of these resources as well as increased visibility of their potential values to the users. Above all, cultural heritage institutions ensure the regular up keep of cultural resources so as to guard against and harmonize changes which are brought about by social, economic and environmental processes. It is the duty of cultural heritage institutions to see to the safety of the totality of objects using various management principles to enhance their effective utilization.

Although these institutions have as their main objective, the preservation of cultural heritage resources, they have not been able to do much in the effective management of these resources in South East Nigeria and consequently, people are denied links to their heritage. These cultural heritage institutions do not seem to provide available resources on culture to the users' satisfaction as a result of their poor management attitudes which now constitute a barrier in academic research, national and sustainable development. Following this ugly situation, this study therefore intends to examine the effective management of cultural heritage information resources using public libraries and museums in South East Nigeria.

### **Purpose of the Study**

The main purpose of the study was to determine the effective management of cultural heritage information resources in public libraries and museums. The study specifically:

- 1) Identified the methods of organizing cultural information resources for their effective utilization in cultural heritage institutions.
- 2) Determined the staffing provisions on cultural information resources for their effective utilization in cultural heritage institutions.
- 3) Found out the control measures by staff on cultural heritage information resources for their effective utilization in cultural heritage institutions.

### **Research Questions**

The following research questions were formulated to guide the study:

- 1) What are the methods of organizing cultural resources for their effective utilization in cultural heritage institutions?
- 2) What are the staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions?
- 3) What are the control measures by staff on cultural heritage information resources towards their effective utilization in cultural heritage institutions?

### **Hypotheses**

The following null hypotheses were formulated to guide the study and they were tested at 0.05 level of significance.

Ho<sub>1</sub>: There is no significant difference between the mean ratings of staff of public libraries and museums on the methods of organizing cultural information resources for their effective utilization in cultural heritage institutions.

Ho<sub>2</sub>: There is no significant difference between the mean ratings staff of public libraries and museums on the staffing provisions on cultural information resources for their effective utilization in cultural heritage institutions

H<sub>03</sub>: There is no significant difference between the mean ratings of staff of public libraries and museums on the control measures by staff on cultural information resources for their effective utilization in cultural heritage institutions.

### **Methodology**

A survey research design was adopted in assessing the effective management of cultural heritage information resources. The institutions used for this study are public libraries and government owned museums in using public libraries and museums in South-East, Nigeria. The population of study consists of all the staff of these institutions. The population size is about 379 consisting of 104 librarians working in public libraries of the South East Zone of Nigeria and 275 members of staff working in all the government owned museums within the area (according to the Directors of the State Library Board and the Museum Curators in each of the state in the area of the study). The entire 379 total number of librarians and curators working in the public libraries and museums was used for the study. This is because the population is small and would serve the purpose of data collection needed for this research. The instrument for data collection was a structured questionnaire entitled “Effective Management of Cultural Heritage Information Resources Questionnaire (EMCHIRQ)” which was used to elicit information for the purpose of data collection. The questionnaire was developed by the researchers based on the purposes of the study and the research questions. A total of 379 copies of the questionnaire were distributed among the staff of the cultural heritage institutions within the area of study. The distribution of the questionnaire was through hand to hand delivery and was done mainly on the working days to ensure that the target population was well captured. Out of this number, only 361 copies were returned and found usable by the researchers. The data collected for this study was analysed using a descriptive statistical technique such as mean, percentages and standard deviations.



## Results

**Research Question 1:** What are the methods of organizing cultural resources for their effective utilization in cultural heritage institutions?

**Table 1: Mean Ratings of Methods of Organizing Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions**

		Cultural Heritage Institutions						Overall		D
		Library			Museum			Mean	SD	
		Mean	SD	D	Mean	SD	D	Mean	SD	
1.	Organizing outreach activities in the local community to create awareness to cultural heritage resources.	3.58	.62	A	3.36	1.05	A	3.48	.84	<b>A</b>
2.	Developing new ways to present cultural heritage resources to maximize utilization by the users.	3.60	.78	A	3.28	.97	A	3.46	.88	<b>A</b>
3.	Developing adequate participation structures in cultural heritage institutions.	3.69	.51	A	3.69	.47	A	3.69	.49	<b>A</b>
4.	Fostering a strong identity of the host communities with their cultural heritage.	3.78	.42	A	3.67	.48	A	3.73	.45	<b>A</b>
5.	Mobilizing the communities to play an active role in their heritage resource management.	3.67	.48	A	3.78	.42	A	3.72	.45	<b>A</b>
6.	Identifying areas of cultural heritage resources always demanded for by the users.	3.49	.82	A	3.47	.91	A	3.48	.85	<b>A</b>
7.	Keeping up to date with development in the field of cultural heritage resources.	3.58	.69	A	3.39	.87	A	3.49	.78	<b>A</b>
8.	Organizing building renovation in cultural heritage institutions.	3.67	.56	A	3.72	.51	A	3.69	.54	<b>A</b>
9.	Coordinating sectoral policies which are directed to or affect the public heritage resources.	3.56	.59	A	3.75	.50	A	3.64	.55	<b>A</b>
<b>10</b>	Identifying opportunities for improvement in the management plan.	3.45	.73	A	3.42	.77	A	3.44	.74	<b>A</b>
<b>Cluster Mean</b>		<b>3.61</b>	<b>.62</b>	<b>A</b>	<b>3.56</b>	<b>.70</b>	<b>A</b>	<b>3.59</b>	<b>.66</b>	<b>A</b>

The data presented in Table 1 unraveled the mean ratings of the responses of the respondents on the ten (10) identified methods of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions. The above findings showed that the respondents agreed that the above methods are effective in organizing cultural heritage information resources for their effective utilization in cultural heritage institutions.

Assessing the two classes of center used in the study, the public library institution had greater mean and standard deviation of ( $\bar{X}$ =3.61, SD =.62) as against the museum ( $\bar{X}$ =3.56, SD =.70). This suggests that the respondents from the library favoured these items than those in museum. The standard deviation values for the ten areas ranged from 0.45 to 0.88 which implied that the respondents were not far from one another in their responses and that their responses were not far from the mean.

Ho1. There is no significant difference between library and museum staff on the mean ratings on the methods of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions.

**Table 2: An Independent t-test Analysis on the Methods of Organizing Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions**

<b>Cultural Heritage Institutions</b>	<b>N</b>	$\bar{X}$	<b>SD</b>	<b>Df</b>	<b>T</b>	<b>Sign</b>	<b>Decision</b>
LIBRARY	45	3.61	.62				
				79	1.985	.041	NS
MUSEUM	36	3.56	.70				

The result in Table 2 revealed an independent t- test analysis that was carried out on the method of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions. This gave a  $t(79) = 1.985$ ,  $p < .05$ . Hence the null hypothesis of no significant difference between the two variables which states that there is no significant difference between library and museum staff on the mean ratings on the methods of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions is rejected. This clearly indicates that there is significant difference since .041 is less than .05 probability level on which the hypothesis was formulated.

**Research Question 2:** What are the staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions?

**Table 3: Mean Ratings of Staffing Provisions for Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions**

	Cultural Heritage Institutions						Overall		D
	Library			Museum			Mean	SD	
	Mean	SD	D	Mean	SD	D			
1. There are competent personnel in cultural heritage resources for various jobs in the institutions.	2.36	.57	D	2.28	.51	D	2.32	.54	<b>D</b>
2. Manpower building in every section of the cultural heritage institutions.	2.36	.57	D	2.31	.62	D	2.33	.59	<b>D</b>
3. The quantity of the cultural heritage resources output are improved by putting the right person on the right job in the institutions.	2.67	.56	A	2.75	.69	A	2.70	.62	<b>A</b>
4. The quality of the cultural heritage resources output are improved by putting the right person on the right job in the institutions.	2.62	.61	A	2.78	.72	A	2.69	.66	<b>A</b>
5. Higher productivity performance of the cultural heritage institutions is facilitated by appointing the right man for the right job in cultural heritage resources.	2.51	.59	A	2.69	.71	A	2.59	.65	<b>A</b>
6. Satisfaction of the employees are improved; hence their morale in cultural heritage institutions.	2.13	.40	D	2.03	.51	D	2.09	.45	<b>D</b>
7. There is reduction in the cost of manpower by eliminating the wastage of cultural heritage resources in cultural heritage institutions.	2.40	.65	D	2.33	.83	D	2.37	.73	<b>D</b>
8. There is staff development which leads to growth of cultural heritage resources in cultural heritage institutions.	2.09	.51	D	2.25	.77	D	2.16	.64	<b>D</b>
9. There is high recruitment of staff	1.80	.69	D	1.83	.65	D	1.81	.67	<b>D</b>
10. Staff motivation is high	1.47	.63	D	1.67	.83	D	1.56	.72	<b>D</b>
11. There is high level of supervision of staff	1.82	1.09	D	2.28	1.1	D	2.02	1.12	<b>D</b>
<b>Cluster Mean</b>	<b>2.20</b>	<b>.63</b>	<b>D</b>	<b>2.29</b>	<b>.72</b>	<b>D</b>	<b>2.24</b>	<b>.67</b>	<b>D</b>

The data presented in Table 3 showed that the respondents accepted that items 3, 4 and 5 with mean and corresponding standard deviation values of (M =2.70 SD =.62, M =2.69 SD =.66 and M =2.59 SD =.65) respectively are staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions.

Looking at the two classes of institutions used in the study, the museum had greater mean and standard deviation of ( $\bar{X}$ =2.29, SD =.72) as against the library (M=2.20, SD =.63). This suggests that the respondents from museum favoured these items than those in library institution. Also, the overall mean and standard deviation showed that the quantity of the cultural resources output are improved by putting the right person on the right job in the institutions (M =2.70, SD =.62) is ranked highest, while staff

motivation is high (M =1.56, SD =.72) is ranked lowest as staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions. The standard deviation values for the eleven areas ranged from 0.45 to 1.12 which implied that the respondents were not far from one another in their responses and that their responses were not far from the mean.

Ho2. There is no significant difference between library and museum staff on the mean ratings on the staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions.

**Table 4: An Independent T-test Analysis on the Staffing Provisions for Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions**

<b>Cultural Heritage Institutions</b>	<b>N</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Df</b>	<b>T</b>	<b>Sign</b>	<b>Decision</b>
LIBRARY	45	2.20	.63				
				79	2.241	.028	NS
MUSEUM	36	2.29	.79				

An independent t- test analysis was carried out on the staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions. This gave a  $t(79) = 2.241$ ,  $p < .05$ . Hence, the null hypothesis of no significant difference between the two variables which states that there is no significant difference between library and museum staff on the mean ratings on the staffing provisions for cultural heritage information resources for their effective utilization in cultural heritage institutions is rejected. This clearly indicates that there is significant difference since .028 is less than .05 probability level on which the hypothesis was formulated.

**Research Question 3:** What are the control measures by staff for cultural heritage information resources for their effective utilization in cultural heritage institutions?

**Table 5: Mean Ratings on Control Measures by Staff for Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions**

	Cultural Heritage Institutions						Overall		D
	Library			Museum			Mean	SD	
	Mean	SD	D	Mean	SD	D			
1. Ensuring high standards of customers or users service and security.	3.49	.92	A	3.81	.47	A	3.63	.77	<b>A</b>
2. Being able to deal effectively with a range of people.	3.51	.92	A	3.56	.91	A	3.53	.91	<b>A</b>
3. Using supervisory skill to reduce risk in the organization.	3.42	.89	A	3.75	.44	A	3.57	.74	<b>A</b>
4. Periodical reviewing of job on cultural heritage resource for the users satisfaction.	3.71	.46	A	3.75	.44	A	3.73	.45	<b>A</b>
5. Applying management skills in risk assessment of cultural heritage resources.	3.82	.39	A	3.75	.44	A	3.79	.41	<b>A</b>
6. Proper reviewing of the users complaints.	3.82	.39	A	3.83	.38	A	3.83	.38	<b>A</b>
7. Proffering solution.	3.89	.32	A	3.86	.35	A	3.88	.33	<b>A</b>
8. Clearly marking the objects of significance in cultural heritage institutions.	3.87	.34	A	3.67	.48	A	3.78	.42	<b>A</b>
9. Considering cultural heritage resources impact along with other environment and business impact in management plan.	3.58	.50	A	3.67	.48	A	3.62	.49	<b>A</b>
10 Maintaining open consultation with the people and local communities.	3.56	.50	A	3.61	.49	A	3.58	.50	<b>A</b>
11 Maintaining honest consultation with the people and local communities.	3.60	.50	A	3.47	.51	A	3.54	.50	<b>A</b>
12 Dealing with enquiries from researchers and the public.	3.62	.49	A	3.81	.40	A	3.70	.46	<b>A</b>
Cluster Mean	3.66	.55	A	3.71	.48	A	3.68	.53	<b>A</b>

The findings on the data presented in Table 5 above showed that the respondents accepted that these control measures by staff on cultural heritage information resources for their effective utilization in cultural heritage institutions are effective.

Assessing the two classes of institutions used in the study, respondents from museum institutions had greater mean and standard deviation value (M =3.71 SD =.48) as against public library (M =3.66, SD =.55). This suggests that the respondents from the museums favoured these items than those in public libraries. Also, the overall mean and standard deviation showed that proffering solution (M =3.88, SD =.33) is ranked highest, while being able to deal effectively with a range of people (M=3.53, SD =.91) is ranked lowest as control measures by staff on cultural heritage information resources for their effective utilization in cultural heritage institutions. The standard deviation values for the twelve areas ranged from 0.33 to 0.91 which implied that the respondents were not far from one another in their responses and that their responses were not far from the mean.

Ho:3. There is no significant difference between library and museum staff on the mean ratings on the Control Measures by Staff on Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions.

**Table 6: An Independent T-test Analysis on the Control Measures by Staff on Cultural Heritage Information Resources for their Effective Utilization in Cultural Heritage Institutions.**

<b>Cultural Heritage Institutions</b>	<b>N</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>Df</b>	<b>T</b>	<b>Sign</b>	<b>Decision</b>
LIBRARY	45	3.66	.55				
				79	2.789	.007	S
MUSEUM	36	3.71	.48				

The result in Table 6 revealed an independent t- test analysis that was carried out on the control measures by staff on cultural heritage information resources for their effective utilization in cultural heritage institutions. This gave a  $t(79) = 2.789$ ,  $p < .05$ . Hence the null hypothesis of no significant difference between the two variables which states that there is no significant difference between library and museum staff on the mean ratings on the control measures by staff on cultural heritage information resources for their effective utilization in cultural heritage institutions is rejected. This clearly indicates

that there is significant difference since .007 is less than .05 probability level on which the hypothesis was formulated. **Discussion**

The study revealed that cultural heritage institutions should adopt methods of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions. Based on the data collected, the staff of cultural heritage institutions agreed that these methods are crucial in the proper management of cultural resources for effective utilization. Although the respondents to a large extent concurred with the items, the most conspicuous principles recorded were: fostering a strong identity with the host communities with their cultural heritage; developing adequate participation structures in cultural heritage institutions; mobilizing the communities to play active roles in their heritage resource management etc. It was in this light that Scheffler, Ripp and Buhler (2010) observed that the management of cultural resources aims to safeguard the cultural heritage values of a place; fostering a strong identity of the citizens with their cultural heritage; mobilizing the citizens to play an active role in the heritage management etc using the integrated and management approach. Thus, the management of cultural heritage resources determines and establishes the appropriate strategy, objectives, actions and management structures to safeguard these important resources.

Result from the study revealed poor staffing provisions for cultural heritage resources in cultural heritage institutions. In other words, staff welfare are not fully promoted in cultural heritage institutions and it has subsequently affected job performance in these institutions. These poor staffing provisions are among the key factors impeding the management of cultural resources for effective utilization in cultural heritage institutions and therefore responsible for the poor service delivery in these institutions. The respondents disagreed on the staffing provisions enumerated in the response options. These include that staff motivation is high; there is high recruitment of staff; there is staff development which leads to growth of cultural heritage resources in cultural heritage institutions etc.

Zaid, Abioye and Olatise (2012) in their findings showed a great demand for training in cultural heritage preservation that arises from a severe lack of qualified staff in the field. The findings revealed a

broad spectrum of skills and competences relevant for staff involved in preservation of cultural heritage in Nigeria. The findings of this study are applicable to cultural heritage institutions in South East Nigeria who do not embark on management training on cultural heritage preservation and maintenance. The recommendations of the study would enable them improve their human resources development in cultural heritage preservation. In addition, this finding is supported by Adewunmi and Akhaba (2014) who observed that managerial behaviour have effect on cross-cultural management in Nigeria organizations and also culture has impact on organizational performance. It was recommended that management of various organizations in Nigeria should establish structures in their organizations that will encourage good ethical behavior of all levels of managers and even employees as this has significant impact on the organizational performance. It is the people which carry out the various jobs of the organization that are the most important resource of that organization. Hence the basis of staffing function is the efficient management of personnel.

This study also revealed that, to ensure effective management of cultural resources, there must be some control measures of the staff managing these resources in cultural heritage institutions for effective utilization and these staff should adhere strictly to the following measures: proffering solution to the users' complaints; proper reviewing of the users complaints; applying management skills in risk assessment of cultural heritage resources; periodic review of job performance on cultural heritage resource to ensure users satisfaction etc. Manager (2012) also found out that periodic review of the standard and the management of cultural resources is based on an assessment of cultural heritage risk exposure that is reviewed on a regular basis. This assessment has been informed through an understanding of the cultural heritage values of significant objects on and in which cultural heritage institutions operate, and the potential for the operations to impact on these values.

## **Conclusion**

The survival of cultural heritage information resources in cultural heritage institutions is anchored on the proper management of these resources using different management principles to actualize their set



objectives. These principles of management are based on the critical functions of organizing, staffing, and controlling as discussed in this study. Although, there have been tremendous changes in the environment faced by managers and the tools used to perform their roles, managers of cultural heritage resources in cultural heritage institutions still need to perform these essential functions towards achieving organizational goals. This is because the result derived from this study showed that cultural heritage information resources management is crucial for their effective utilization in cultural heritage institutions.

## **Recommendations**

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

1. Cultural heritage institutions should adhere strictly to the methods of organizing cultural heritage information resources for their effective utilization in cultural heritage institutions to achieve organizational set goals.
2. Cultural heritage institutions should devote time and commit more funds for staff training through conferences and foreign studies. Hence, all stakeholders within the system should engage in improving staff provisions towards achieving the organizational goals.
3. Cultural heritage institutions should use some control measures to carry out periodic appraisal/evaluation of service delivery of their staff and also create room for corrective measures in the organization.
4. There is need for cultural heritage institutions to promote access and the effective utilization of cultural resources in their organizations using their managerial skills to improve the standard.

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