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2021

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Chinako Asogwa  
chinakoasogwa@gmail.com

V. N. Nwachukwu  
*University of Nigeria, Nsukka*

Leticia Mmomelu

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Asogwa, Chinako; Nwachukwu, V. N.; and Mmomelu, Leticia, "Challenges in Management of Retrospective Conversion of Catalogue Records among Federal University Libraries in South East, Nigeria" (2021). *Library Philosophy and Practice (e-journal)*. 5288.  
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# Challenges in Management of Retrospective Conversion of Catalogue Records among Federal University Libraries in South East, Nigeria

Chinako Asogwa

[chinakoasogwa@gmail.com](mailto:chinakoasogwa@gmail.com)

National Institute for Legislative and Democratic Studies Library, Abuja

Prof. V.N. Nwachukwu

[victor.nwachukwu@unn.edu.ng](mailto:victor.nwachukwu@unn.edu.ng)

Dept. of Library and Information Science,  
University of Nigeria Nsukka

Leticia Mmomelu

[ezeohaleticia@gmail.com](mailto:ezeohaleticia@gmail.com)

National Orthopedic Library, Enugu

## Abstract

*This study investigated the challenges in management of retrospective conversion of catalogue records among federal university libraries in South East, Nigeria. The researcher sought to find out the facilities available for retrospective conversion exercise, the approaches used, challenges faced in management of retrospective conversion, as well as strategies to enhance the management of retrospective conversion of catalogue records in the libraries under study. To get data on this topic, the researcher employed a descriptive survey design. The population of the study was 56. The cataloguers and others involved in retrospective conversion formed the population of the study and a total number of 35 staff were purposively drawn as the sample size. In line with the four research questions, a questionnaire, interview schedule and observation checklist were used as instruments for data collection. Data collected were analysed using frequency counts, percentages and mean scores.*

*The study revealed thus; the libraries under study have basic facilities required and the most popular method of conversion is the use of in-house staff. Lack of proper planning, poor implementation plan, little or no supervision, poor funding, erratic power supply, virus attack, and inadequate ICT expertise of staff, among others are challenges in management of retrospective conversion in these libraries. To enhance management of retrospective conversion, proper planning, meticulous implementation, high level of supervision, constant evaluation, improved funding, training and re-training of staff, installation and frequent update of a strong anti-virus, are highly recommended strategies.*

**Keywords:** Retrospective Conversion, Catalogue, Management, Automation, University libraries, South East, Nigeria

## **Introduction**

In the world today, there is a massive explosion in information and knowledge generation and this calls for a need for university libraries to take their service delivery beyond physical contact and create access to their collections without boundaries. Having the library catalogue online is a major step towards creating more awareness for the library and improving utilization of resources therein. Having existed prior to the age of library automation, university libraries are expected to engage in retrospective conversion of catalogue records to create a comprehensive online catalogue for ease of access. Retrospective Conversion of catalogue records is the process by which the old manual catalogue records are converted to the electronic catalogue by scanning, imputing the records in a computerized system or by importing the catalogue records of other libraries. Dabas (2004) describes retrospective conversion of catalogue records as “changing already existing catalogue from traditional form to a machine-readable form. Bello (2013) is of the opinion that “retrospective conversion of printed library cards into Machine Readable Catalogue (MARC) represents one of the earliest digitization processes”. This process is a prerequisite for full library automation as libraries cannot begin on-line service delivery or other automated functions such as acquisition, cataloguing, circulation, OPAC, serial control etc. until retrospective conversion is completed. Therefore, retrospective conversion is a phenomenon worth of special consideration because, according to Thuku (2012) “a complete library catalogue in machine readable form, brings indispensable dynamics in library services. Retrospective conversion poses a lot of challenges depending on the history and size of the library’s existing collection before automation. The success of retrospective conversion of catalogue records in such libraries therefore call for good management approaches in order to carry out the project effectively and efficiently.

Management is the act of coordinating the resources in an organization towards the achievement of the purposes and goals of that organization. According to Esiebo (2015) “with the reality of limited or diminishing fiscal and human resources, many library administrators recognize that they must rethink agenda, leverage, and create new opportunity in order to accomplish their goals and objectives successfully”.

### **Libraries Overview**

There are five federal university libraries in South east, Nigeria. The libraries are Nnamdi Azikiwe Library, University of Nigeria Nsukka; Festus Aghagbo Nwako Library, Nnamdi Azikiwe University, Awka; Federal University of Technology Owerri, library, Michael Okpara University of Agriculture library ; and Alex Ekwueme Federal University Library. Though three of these libraries are automated and have commenced retrospective conversion of catalogue records, none of the libraries have been able to successfully complete this exercise.

The overview above shows that university libraries in South East Nigeria are facing challenges in the area of retrospective conversion of catalogue records. It therefore becomes necessary to examine the challenges of management of retrospective conversion in university libraries, and map out strategies towards the improvement of the retrospective conversion processes.

### **Statement of the Problem**

Recent studies show that there is poor record of successful retrospective conversion in university libraries in South East, Nigeria. In a bid to improve the of retrospective conversion adoption, there is need to look at the problems they encounter in management of r retrospective conversion. From the literatures the researcher was able to gather on this subject, there seems to be poor visibility of literature on the management of retrospective conversion of catalogue records in Nigeria. This has

resulted in scanty information on the challenges in management of retrospective conversion of catalogue records in libraries.

For the reasons above, this study seeks to find out the challenges that libraries face in the management of retrospective conversion and proffer solutions accordingly. This will help to resolve issues and problems slowing down retrospective conversion adoption in this part of the world and encourage more libraries to undertake this necessary project.

### **Purpose of the Study**

The purpose of this study is to examine the challenges in management of retrospective conversion of catalogue records in federal university libraries in South East, Nigeria. The specific objectives are to:

1. Identify facilities available for retrospective conversion of catalogue records in the libraries under study.
2. Identify the methods employed by federal university libraries in South East for retrospective conversion.
3. Identify the challenges associated with management of retrospective conversion of catalogue records in federal university libraries in the South East, Nigeria.
4. Determine the strategies for enhancing the management of retrospective conversion in federal university libraries under study.

### **Research Questions**

In carrying out the study, the following research questions were formulated to guide the study:

1. What are the facilities available for retrospective conversion in the libraries under study?
2. What are the methods employed by the libraries for retrospective conversion?
3. What are the challenges associated with management of retrospective conversion of catalogue records in federal university libraries in South East, Nigeria?

4. What are the strategies for enhancing the management of retrospective conversion in federal university libraries under study?

## **Literature Review**

### **Conceptual Framework**

#### **University Library**

A university library is a library established in a university for the purpose of supporting the academic activities of the university. University libraries is defined by Sambe and Emmanuel (2012) as the type of libraries established and attached to universities with the major aim of satisfying the general information needs of the academic community. It is an indispensable instrument for intellectual development, being a store house of information to which users (students as well as lecturers) may turn to for accessing information. It is part of a university set up and therefore, exists to serve the objectives of its parent university. University libraries are committed to the provision of up-to-date materials for the support of teaching, learning and research in their universities Abbas (2014).

The primary purpose of the university library is to support the university in its activities. Eze and Uzoigwe (2015) said that the objective of establishing a university is to promote scholarship, research and learning in the various fields of learning. Oyewusi and Oyeboade (2009) in line with the ongoing discussion, opine that the primary purpose of the university libraries is to support teaching, learning, and research in ways consistent with, and supportive of, the institution's mission and goals. As a result, they continued, university libraries are often considered the most important resource centre of an academic institution.

In other to fulfill their objectives, university libraries procure and process a wide range of information resources. Providing access to these numerous resources and vast resources contained

in the university library is paramount and this can only be adequately achieved by having an efficient library catalogue.

### **Catalogue Records**

A library catalogue is a list of all bibliographic items found in a library. (Cutter 1904) defines catalogue as “a list of books which is arranged on some definite plan”. (Ekere and Mole 2014), “a catalogue is a list of materials in the library arranged in a kind of order for the smooth and easy retrieval of information by clientele”

A catalogue is important to both library users and library staff. (Bamidele and Olusegun, 2017) said that “it is meant to facilitate the location and retrieval of documents or materials through access points like author, title, subject and series’ Foskett, et al (2017) maintains that “however careful and scholarly the methods used in building a collection, without expert guidance to its access and use, the collection remains difficult to approach”. Sarkar (2016) is of the opinion that “a library without a catalogue is like a town, which has been developed without a plan”.

The extent of the use of library resources depends greatly upon the quality of a library catalogue. A comprehensive catalogue enhances the reputation of library, while an incomplete or poor catalogue mars the reputation; and not only misguides user but also the librarians. That is why it becomes paramount in this age of literature and information proliferation to provide a catalogue that will give complete access to the contents of a library collection. Effective tool of access is the key to creating a library’s visibility. This becomes even more important for the distant user accessing the records of a collection through a website, where discovery is entirely dependent upon effective disclosure through an online catalogue data. This can only be achieved through a computerized catalogue that is online real time in the form of Online Public Access Catalogue

(OPAC). The OPAC can only be achieved through a successful retrospective conversion of catalogue records.

### **Retrospective Conversion**

Retrospective conversion is the process of changing old manual catalogue records into machine-readable form. Esievo (2015) describes retrospective conversion as a method of providing library past records online and connotes the conversion of existing cataloguing records from manual to digital. Retrospective conversion according to Sarkar (2016) “is concerned not with ongoing catalogue but with the conversion of previous manual bibliographic records, which are subject to be converted into machine-readable format”. Ihejirika and Ekere (2016) explain the need for library catalogues to provide access to more content and to offer significantly enhanced functionality based on the features of popular search engines. Recon is also an essential tool for resource sharing and cooperative preservation programs, Sarkar (2016).

There are so many benefits of retrospective conversion that has been recorded both to the users and the library. According to Sarkar (2016), “it creates a machine readable file of the existing manual catalogue, which contains the bibliographic information of library holdings”. Kesner and Jones (1984) as cited in Oketunji (2000) opined that retrospective conversion of library system to computerized or automated system is of tremendous benefits both to the users and the library staff.

For a successful completion of retrospective conversion, there are certain facilities or infrastructures that need to be in place. Ihejirika and Ekere (2016) said that facilities such as very efficient electrical wiring that will support all the required equipment; power supply, high number of computers and accessories also need to be procured. Arkoful (2007) opines that Information and telecommunication gadgets, Local Area Networks (LAN), software and bandwidth are required.



There are options in terms of approaches that can be employed in retrospective conversion of card catalogue. Dabas (2004) and Ola (2000) identified some methods of retrospective conversion as follows: in-house retrospective conversion, outsourcing, and shared retro-conversion. Adeyemi (2000) on his own part, grouped retrospective conversion into two broad approaches viz in-house approach and getting the records converted by reputable library consultancy service, In support of this view Diloreto (2004) added that “when the time or the staff for building the knowledge and skills for the automation challenge aren't available; let your consultant be your guide”.

## **Management**

Management a purposive activity that directs group efforts towards the attainment of certain pre - determined goals. According to Jones and George (2018), the fast-changing domestic and global environment continues to pressure organizations and their managers to find new and improved ways to respond to changing events in order to maintain and increase their performance. Fayol (1916) broke management down into five distinct elements: of forecasting and planning; organizing, commanding, coordinating, controlling as a coordinated way to doing things to achieve the organizational goals.

Planning is a primary activity of management because it is expected to be the first activity. It is also pervasive because it is necessary for performing other key management functions as organizing, directing, staffing and controlling, hence we plan to organize, direct, staff and control (Nwachukwu, 2009). In the same vein, Ifidon and Ifidon (2007) contend that planning involves the interpretation of formulated objectives and the expansion of the objectives into an effective blueprint. Nwachukwu (2009) is of the opinion that we even plan to plan, noting that a serious effective error in planning can hardly be overcome in organizing, directing, staffing, or controlling.

He goes further to say that planning is a blueprint for action. Dabas (2004) opines that the plan and schedule for the retrospective conversion project must take care of all the parameters of the conversion project.

Staffing is another determinant of effective management. According to Ifidon and Ifidon (2007) the success or failure of a library as a service organization depends on the types and mix of staff, and they note that the library manager must bear the following in mind: that he requires enough staff members to realize the library's objectives. The successful operations of the four functions of the management depend upon the manpower which is available through staffing function. Staffing helps in placing right men at the right job.

Supervision is another function of management that is of paramount importance. As the plan is being implemented, it is proper for activities to be supervised so as to ensure that the original plan is being adhered to. Supervision is said to be a process in which the managers instruct, guide and oversee the performance of the workers to achieve predetermined goals. It is said to be the heart of management process. Planning, organizing, staffing have got no importance if supervision does not take place to control the activities. In simple words, it can be described as monitoring the workforce to verify whether everything occurs in conformities with the plans adopted, instructions issued and principles established.

Application of management principle to retrospective conversion could help ensure the success of the project. Darko-Ampem, (2006) demonstrated the application of project management principles to retrospective conversion of a library catalogue. He found the management concepts as a means of managing library projects for the optimum benefit of the institution, staff and patrons. He identified constraints such as staffing, training and retraining, equipment and access to online resources and conflict of work priorities.

## **Review of Empirical Literature**

Adamu, Dogara, and Edimehn (2017) studied “Procedures and challenges of retrospective catalogue conversion in two Nigerian University Libraries: a comparative study of Federal University of Technology, Minna, Library and University of Jos, Library”, found that there are quite a number of untrained staff that involved in retrospective conversion. The findings also revealed that retrospective conversion in the two libraries is frustrated by inadequate power supply and poor internet connection. Based on the findings, the study concluded that there is need for training and re-training of staff from time to time. The study recommended that management of the universities should provide stand- by electricity generator and upgrading of Internet network services among other things in the two university libraries.

Another study by Ihejirika and Ekere (2016) titled “Retrospective Catalogue Conversion in Selected Federal University Libraries in Southern Nigeria” revealed thus: the basic resources for retrospective conversion such as networked computers, scanners and printers are available in these libraries. The study also reveals poor knowledge of requisite skills such as knowledge of skill in MARC record creation, retrospective catalogue conversion skill, database management skills and skill in metadata creation. There is also inadequate number of computer system; inadequate pool of relevant technical staff; database conversion problems, frequent change in technology, poor internet connectivity, frequent power failure and poor funding of libraries. Based on the findings, the study recommended provision of computer systems, training and retraining of cataloguing staff, selection of appropriate database management system, system maintenance and upgrade by library systems unit, accessing open source software like Koha, DSPACE, increasing internet bandwidth, power supplement using standby generators, establishing a cooperative online resource catalogue among Nigerian Universities, outsourcing RECON activities.

## **Methodology**

This study adopted the descriptive survey research design. The area of the study is South East, Nigeria which is one of the six geo-political zones in Nigeria. This area was chosen because South-East is one of the leading educational zones in the country and emphasis is more on globalization of information resources through computerization.

The population of the study is 56. This comprises of 51 cataloguing staff of the Five (5) Federal University Libraries in South East, and five (5) University Librarians. The small population is caused by the few number of people who are involved in retrospective conversion of catalogue records which is still a relatively new trend in University libraries in South East, Nigeria in the libraries under study.

The sample size for this study is 35 respondents which includes 32 cataloguing staff, and three (3) university librarians selected purposively to include only professional and para-professional cataloguing staff or those involved in retrospective conversion in the three federal university libraries that have commenced retrospective conversion of catalogue records.

The instruments used for collecting data for the study were questionnaire, observation checklist and interview. The questionnaire was constructed using the likert style and based on a four point rating scale. The observation checklist was used to address research question one, which is to identify the facilities available in the libraries for retrospective conversion exercise, while the questionnaire was used by the researcher for findings on research questions two to four. The interview was administered to the University Librarians alone. The result was used to provide additional information on the findings of the other instruments.

A total of 32 copies of questionnaire were distributed and 29 were retrieved. Despite the absence of a few respondents, a return rate of 91% was achieved owing to the small study sample

size Also, three copies of observation checklist were filled by the researcher on ground in the libraries under study while interviews were conducted with the three (3) university librarians or the head of the cataloguing section as directed by the librarian in some cases.

The observation checklist data was analysed using frequency counts and percentages. The interview results were presented in the prose narratives and used as additional information to support the findings from the questionnaire and the observation checklist.

The data collected for the study from the questionnaire were presented in tabular form and analyzed using mean scores and standard deviation. Discussion were taken based on the real limits of numbers for deviation rules as follows;

3.50 – 4.00 ----- SA, VA, VHE (Strongly Agree, Very Appropriate, Very High Extent)

2.50 – 3.49 ----- A, A, HE (Agree, Appropriate, High Extent)

1.50 – 2.49 ----- D, FA, LE (Disagree, Fairly Appropriate, Little Extent)

0.50 – 1.49 ----- SD, NA, NA, (Strongly Disagree, Not Appropriate, Not at All)

## Results and Findings

### Research Question 1: What are the facilities available for retrospective conversion in the libraries under study?

**Table 1:** Percentage Scores of facilities available for Recon in federal university libraries in South East, Nigeria.

S/N	Items	FUTO Library	NAL, UNN	FANL, Awka	Overall	%	Decision
1	Computers – stand alone	√	√	√	3	100	Available
2	Networked computers	√	√	√	3	100	Available
3	Library Software eg. Koha, NewGen Lib, Millennium etc.	√	√	√	3	100	Available
4	Servers for Internet Connectivity	√	√	√	3	100	Available
5	Internet Connectivity	√	√	√	3	100	Available
6	Generator for alternative power supply	√	√	√	3	100	Available
7	Scanners	√	√	√	3	100	Available
8	Printers	√	√	√	3	100	Available
9	Photocopiers	√	√	√	3	100	Available
10	Cataloguing tools	√	√	√	3	100	Available
11	Conducive working environment	√	√	√	3	100	Available
12	Online Computer Library Center (OCLC)	√	√		2	66.67	Available
13	Library of Congress Online Catalog	√	√	√	3	100	Available

The table above shows the facilities available in the federal university libraries under study.

Twelve (12) of the item on this table scored 100% , while only one (1) items scored 66.67 percent and therefore all the items are accepted to be facilities available in the libraries under study.

**Research Question 2: What are the methods employed by the libraries for retrospective conversion?**

**Table 2:** Mean and Standard Deviation of methods employed for retrospective conversion in university libraries under study.  
n = 29

S/N	Item Statement	NAL, UNN	FANL, AWKA	FUTO, LIB	Overall	Std. Deviation	Rank	Decision
		$\bar{x}$	$\bar{x}$	$\bar{x}$	$\bar{x}$	SD	R	
1	Use of in house staff	3.50	3.75	3.56	3.60	0.13	1	SA
2	Combination in-house and outsourcing	2.25	2.75	3.22	2.74	0.49	2	A
3	Outsourcing the work to outside agent	2.08	1.75	2.56	2.13	0.40	3	D

**Key:**  $\bar{x}$  = mean

**SD** = Standard Deviation

**n** = number of responses

**SA** = Strongly Agree

**A** = Agree

**D** = Disagree

Table 2 above reveals that the most common method employed by federal university libraries in South East, Nigeria for retrospective conversion of catalogue records is the use of in-house staff with an overall mean score of 3.60. Use of combination of in-house staff and outsourcing which ranks high in FUTO library and FANL, Awka, came second with an overall mean score of 2.74. Outsourcing the work to outside agent scored 2.13 and therefore is disagreed to be among the method employed by the libraries in retrospective conversion. The interview with the University Librarians also revealed that the libraries mostly use in-house staff for the work with only FUTO library confirming the involvement of outside agents.

**Research Question 3: What are the challenges associated with management of retrospective conversion of catalogue records in federal university libraries in South East, Nigeria**

**Table 3:** Mean and Standard deviation of challenges associated with management of retrospective conversion in university libraries.

n = 29

S/N	Item Statement	NAL, UNN	FANL, AWKA	FUTO, LIB	Overall Mean	Std. Deviation	Rank	Decision
		$\bar{x}$	$\bar{x}$	$\bar{x}$	$\bar{x}$	SD	R	
1.	Lack of proper planning before commencement of the process	3.75	3.75	3.44	3.65	0.18	1	SA
2.	Poor supervision of the process	3.58	3.63	3.44	3.55	0.09	2	SA
3.	Improper implementation plan	3.50	3.75	3.33	3.53	0.21	3	SA
4.	Inadequate funding	3.50	3.50	3.56	3.52	0.03	4	SA
5.	Inadequate ICT expertise of the library staff involved in the process	3.50	3.50	3.56	3.52	0.03	4	SA
6.	Non-evaluation of the process	3.50		3.78	3.51	0.26	5	
7.	Erratic power supply lack of alternative power supply	3.42	3.25	3.56	3.49	0.07		SA A
8.	Constant breakdown of hardware	3.42	3.50	3.44	3.45	0.04	6 7	A A
9.	Inadequate competent personnel	3.25	3.38	3.56	3.39	0.15	8	A
10.	Virus attack on systems	3.08	3.38	3.67	3.38	0.29	9	A
11.	Inadequate technical expertise of the library staff in the process	3.08	3.13	3.67	3.29	0.33	10	A

**Key:**  $\bar{x}$  = mean

**SD** = Standard Deviation

**n** = number of responses

**SA** = Strongly Agree

**A** = Agree

Table 3 reveals that in all the libraries, lack of proper planning ranks the highest with an overall mean of 3.65 and followed by other managerial variables of poor supervision and poor implementation ranking 2<sup>nd</sup> and 3<sup>rd</sup> in the table. The table also reveals that the three libraries under study are faced with problems of inadequate funding; inadequate ICT expertise of the library staff involved in the process; non-evaluation of the process; erratic power supply lack of alternative power supply; constant breakdown of hardware; inadequate competent personnel; virus attack on



systems; inadequate technical expertise of the library staff in the process. The interview responses from the university librarians also confirmed that these libraries are faced with the problems stated above.

**Research Question 4: What are the strategies for enhancing the management of retrospective conversion in federal university libraries under study?**

**Table 4:** Mean and Standard deviation of strategies for enhancing the management of retrospective conversion in federal university libraries. n = 29

S/N	Item Statement	NAL, UNN $\bar{x}$	FANL, AWKA $\bar{x}$	FUTO, LIB $\bar{x}$	Overall Mean $\bar{x}$	Std. Deviation SD	Rank R	Decision
1.	Proper implementation of plan	3.83	3.88	3.78	3.83	0.05	1	VA
2.	Proper planning before commencement of retrospective conversion	3.67	3.88	3.89	3.81	0.12	2	VA
3.	Constant servicing and repair of hardware to ensure fitness	3.83	3.88	3.67	3.79	0.11	3	VA
4.	Functional alternative power supply	3.58	3.88	3.89	3.78	0.17	4	VA
5.	High level of supervision	3.67	3.75	3.89	3.77	0.11	5	VA
6.	Improved funding	3.75	3.88	3.67	3.76	0.10	6	VA
7.	Installation and frequent update of a strong anti-virus	3.75	3.63	3.89	3.75	0.13	7	VA
8.	Provision of adequate competent staff	3.50	3.75	4.00	3.75	0.25	8	VA
9.	Training and re-training of staff to ensure adequate skills	3.50	3.75	3.89	3.71	0.20	9	VA
10.	Constant evaluation of the exercise	3.83	3.63	3.67	3.71	0.11	10	VA

**Key:**  $\bar{x}$  = mean

**SD = Standard Deviation**

**n = number of responses**

**VA = Very Appropriate**

In table 4 above, proper implementation of plan scored 3.83, proper planning before commencement scored 3.81, constant servicing and repair of hardware scored 3.79, functional alternative power supply scored 3.78, high level of supervision scored 3.77, improved funding scored 3.76, installation and frequent update of a strong anti-virus scored 3.75, provision of

adequate competent staff scored 3.75, training and re-training of staff to ensure adequate skills scored 3.71, while constant evaluation of the exercise scored 3.71.

Also, the interview response equally opines that proper planning, high level of supervision, improved funding, provision of adequate competent staff, training and re-training of staff, and provision of functional alternative power supply are ways to enhance the management of retrospective conversion of catalogue records.

## **Discussion of Findings**

### ***Facilities available for retrospective conversion of catalogue records in federal university libraries in South East, Nigeria.***

The result of the finding through the observation checklist indicates that the libraries under study are equipped to undertake the task of retrospective conversion. During the interview with the University Librarian, it was revealed that though some of the items are not in sufficient numbers, they are enough to wade the libraries through the task of retrospective conversion project.

These findings are in line with Ihejirika and Ekere (2016) who stated that though some libraries have inadequate number of some facilities, the required basic resources for the retrospective conversion process are available in the university libraries.

### ***Methods of Retrospective conversion in Federal University libraries in South East, Nigeria.***

The result of the finding show that the most popular method of retrospective conversion of catalogue records in these libraries are in-house. Though some libraries also combine use of staff and outsourcing, the most popular method is the use of in-house staff. The interview with the University Librarian further confirmed that in-house staff are used for retrospective conversion and revealed that this is one of the major reasons why the project has slowed down and seemed frustrated as the work continuously interfere with other staff schedules and workload. The findings

reveal that none of these libraries fully outsource the process of retrospective conversion of catalogue records.

The findings agree with Darko-Ampem (2006) who stated that in-house conversion is most popularly used, and often leads to staff frustration as they see other duties as 'intrusion' into the time set aside for the project.

***Challenges associated with management of retrospective conversion of catalogue records in federal university libraries.***

The findings of this study on the challenges associated with management of retrospective conversion in federal university libraries show that; lack of proper planning, poor implementation of the little plan in place, poor supervision, non-evaluation of the process, inadequate competent personnel, inadequate funding, high cost of maintaining software, erratic power supply, inadequate technical expertise by the library staff involved in the process, are the major challenges in management of retrospective conversion in federal university libraries in South East, Nigeria.

These findings are in line with Esievo (2015) who said that retrospective conversion of bibliographic records in academic libraries in Nigeria is very important, serious and painstaking activities which require careful planning, meticulous implementation and periodical evaluation. Okoroma (2011) also confirmed that that the management of Kenneth Dike library took their time to go through meticulous planning, and implementation in carrying out retrospective conversion exercise in their library and it helped to ensure the success of the project.

Another finding by the study is that these libraries face the challenges of inadequate power supply, virus attack, poor internet connectivity and constant breakdown of hardware, lack of man power, funds, poor maintenance culture, destructive interruption of electric power and other infrastructural challenges.

These findings agree with Adamu, Dogara, and Edimeh (2017) who found that the challenges faced by libraries in retrospective conversion include inadequate power supply, virus attack, poor internet connectivity and constant breakdown of hardware, are part of the setbacks that these libraries face as they engage in retrospective conversion of catalogue records.

These findings are also in line with (Ihejirika and Ekere, 2016, Okoroma, 2011, Faniran and Oyemakinde, 2000) in their opinion that retrospective conversion process has been slowed down by lack of man power, funds, computer facilities, poor maintenance culture, destructive interruption of electric power and other infrastructural challenges.

The issue of poor application of the managerial variables to such an important library project such as retrospective conversion of catalogue records accounts for why there is a poor record of success in the federal university libraries in South East, Nigeria.

***Strategies for enhancing the management of Retrospective Conversion of catalogue records in federal university libraries***

On the strategies for enhancing the management of retrospective conversion, the findings reveal that proper planning before commencement of retrospective conversion, drawing up proper implementation plan, high level of supervision, and constant evaluation of the exercise will ensure the success of the exercise. It shows that when all these variables are put in place, it will be easier to manage retrospective conversion activities in the libraries under study.

This again, agrees with Esievo (2015) who opine that retrospective conversion of bibliographic records in academic libraries in Nigeria is very important, serious and painstaking activities which require careful planning, meticulous implementation and periodical evaluation.

The findings also revealed that: improved funding, functional alternative power supply, installation and frequent update of a strong anti-virus, and constant servicing and repair of hardware to ensure fitness at all times are all very appropriate in improving the management of

retrospective conversion. Also, provision of adequate competent staff and training and re-training of staff through workshops, seminars, etc. to ensure adequate skills and expertise is a prerequisite in the successful management of retrospective conversion project.

This is in line with Ihejirika & Ekere, (2016) who also placed emphasis on training and retraining of staff for efficient and effective cataloguing. It is also related to Okoroma (2010) who said that adequate and appropriate skilled human resources are prerequisite for successful retrospective conversion of catalogue records.

From the findings of the study, it can be deduced that the strategies to enhance the management of retrospective conversion is to apply management variables in the life of the project. When a holistic plan is put in place with adequate supervision and constant evaluation, the project will go on smoothly and be successfully completed. For the application of these variable to make an impact, other strategies such as improved funding, functional alternative power supply, installation and frequent update of a strong anti-virus, and constant servicing and repair of hardware will also have to be implemented for a good management of retrospective conversion of catalogue records.

## **Conclusion and Recommendations**

### **Conclusion**

It is obvious that retrospective conversion of catalogue records in libraries is no longer a luxury but a necessity that needs to be meticulously handled if university libraries are to remain relevant by offering timely and accurate access to the contents of their library holdings. This will improve the libraries' visibility online, and ensure ease of access to the library collections.

Going by the findings of these study, there is need for proper planning, proper implementation of the plan, quality supervision, constant evaluation of the process, adequate

competent personnel, adequate funding, proper maintenance, alternative power supply, adequate technical expertise by the library staff involved in the process, as these are strategies to curb the challenges plaguing the management of retrospective conversion in federal university libraries in South East, Nigeria. In this case, the libraries will be able to successfully complete retrospective conversion of catalogue records in the nick of time.

Finally, recommendations were made based on the findings,

The following recommendations have been made after looking at the findings of this study:

- ❖ Libraries that wish to engage in retrospective conversion of catalogue records should first of all, have a holistic plan, capturing all the parameters of planning. This will ensure that there is a specified common goal in place which everyone involved will strive to meet.
- ❖ Staff involved in retrospective conversion should be trained and retrained to keep them updated on the current trends in librarianship especially in the area of information technology. This is because retrospective conversion requires not just competent staff.
- ❖ There should be very high level of supervision during retrospective conversion to ensure that the plan is judiciously followed
- ❖ Retrospective conversion of catalogue records process should be constantly evaluated to ensure that everyone is on track as per the original plan. This will also help to detect any problems early and correct it before it becomes too late and grows into an obstacle to the success of the process.
- ❖ Parent institutions of should ensure that there is minimal or even total elimination of erratic power supply problem by providing alternative power supply. This is of utmost importance as there can be no successful retrospective conversion without power supply.

- ❖ Constant update of software and good maintenance culture will ensure that the systems are always up to date and available for retrospective conversion
- ❖ There should be installation and constant update of strong anti-virus to minimize the problem of virus attack on systems.

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