EFFECTIVE MANAGEMENT STRATEGIES FOR STATE UNIVERSITY LIBRARIES' FACILITIES IN NORTH-EAST, NIGERIA.

BY

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Abstract

This research determined effective management strategies for State University Libraries' facilities in in North East Nigeria in a way of providing better services to their users. The study was guided by two (2) objectives, two (2) research questions and tested one (1) Research Hypothesis that was in line with the research objectives. Null hypothesis was tested on the relationships between management of facilities, at 0.05 level of significance. The study adopted a mixed-method research design, where both quantitative and qualitative research designs were used. The entire population comprised of 246 academic library personnel of the five libraries was used as sample. The study adopted stratified sampling techniques. The study used a structured questionnaire, interview, Observation and documentary analysis as data collection instruments. The findings of the study revealed that: - There was significant positive relationship between the management of facilities available in State University Libraries in North East and management strategies of libraries. Based on these findings, it was recommended there should be availability of equipment and facilities which bring about desirable change in the management should be optimized and considered necessary among other, management of university should establish clear roles and responsibilities, ensuring accountability, and foster a culture of innovation and continuous improvement.

Keywords: Management Strategies, University, Libraries

Introduction

Over the years, various definitions have been proposed for both general management and the management of library specifically. Broadly, management is understood as the process of planning, organizing, supervising, budgeting, and controlling resources and activities. While this concept is primarily associated with economics, it can easily be applied to other sectors,

including public services and library management. Library management, as a subset of institutional management, addresses the unique challenges faced by librarians and library administrators. It is guided by principles such as the promotion of freedom of expression (ensuring access to uncensored information) and good governance (such as securing funding). Effectively managing a library involves overseeing materials, equipment, human resources, and finances to achieve the institution's goals.

Library management should be viewed as a unified system that forms the foundation for developing an IT solution or software to manage a library's database. This integrated system should encompass the management of acquisitions, cataloguing, circulation, and periodicals, along with the services that ensure all materials are accessible to users.

The development of Academic library in Nigeria dated to pre-independence time when University of Ibadan and its library were established in 1948. There were as many University libraries as there were Universities in the country. Academic libraries are essential components of any educational institution, be it a college, or a university. The libraries support actively and vigorously in the areas of instruction, research and public readers' services in the Universities. The International Federation of Library Associations and Institutions (IFLA) recognizes this fact and asserts that University libraries are indispensable to the functioning of universities and the achievement of their academic missions. Academic library exists to function in assisting and supporting teaching and learning in the academic institution, with the aims to capture and hold the interest of the University community's reading; to produce intelligent users of all types of documents; and to cultivate users' appreciation of libraries as academic institutions. (IFLANET, 2003: Online).

An observation by the researcher has revealed that human, physical, financial and other material resources in the libraries are usually inadequate, effective management strategies techniques would become all the most important. It is likely that because of the growth in size and involvedness of academic libraries, and the variety of goals they archived, a university librarian may be faced with difficult challenges and strategies. These challenges may include how to develop the library collections, ways to improve high-speed electronic devices and computer expertise and to decide the quality of staff needed, organizational structure of the library, facilities available and implementation of management strategies within the library.

Statement of the Problem

The researcher observed that State University Libraries in North East Nigeria lack access to global information. The libraries' authority had recognized the need to join the knowledge sector through adequate access to global networks. Therefore, it is necessary to assess how the management functions are executed at the five (5) University libraries. If the service of the system must continue to be relevant and satisfactory, appropriate modern management strategies techniques must be adopted in the running of the library services, which preliminary investigation shows is not in place. Each library has its peculiar challenges. For instance, Goodluck Ebele Jonathan Library is battling with physical facilities and library resources, continuous maintenance and development; co-operation and co-ordination of the library services with other sister libraries is also essential. Bauchi State University (BASU) library has a challenge with organizational structure, whereas Gombe State University (GSU) library has the problem of implementation of the existing management strategies. Finally, the researcher observed the management strategies such as- Collection Development and Management: Information Literacy: Instruction: Collaborating with Faculty: Technology Integration: User Services: Outreach and Engagement: Assessment and Evaluation:

Based on the observations of the researcher in academic libraries in North East state Universities it shows that there is inappropriate management; this may lead to low or non-attainment of objectives of the libraries. These libraries are continuously battling with either organizational, administrative, equipment, furniture, or staff training and retraining, which are important for the management to succeed. For instance, further observation shows that the libraries still maintain a manual cataloguing and classification system, no inter-library sharing, no telephone and fax services, etc. Good-luck Ebele Johnathan Library (GEJ) now has a stock of more than fifty-four thousand different titles, and none of this information is automated. The decision to write on the topic, Effective Management Strategies for State University Libraries' Facilities in North East Nigeria, stems from the pressing need to address the challenges faced by academic libraries in this region. Libraries serve as vital hubs for knowledge dissemination and research support, yet many state university libraries in North East Nigeria struggle with issues such as inadequate funding, poor maintenance of facilities, and insufficient technological resources. Additionally, the region's unique socio-economic and security challenges further exacerbate the difficulties in providing optimal library services. By exploring effective management strategies, this study aims to identify sustainable solutions to improve the functionality and accessibility of these libraries, ensuring they meet the academic and research

needs of their communities. Addressing these problems is critical for enhancing the quality of education and fostering academic excellence in the region. Thus, it is against this background that the researcher examined the Management Challenges and Strategies in Academic Libraries in North-East State Universities.

Aims and Objectives of the Study

The aim of the study is to examine effective management strategies for State University Libraries' facilities in in North East Nigeria, the specific objectives of the study are to:

i. examine the management of the facilities available in State Universities Libraries in North East Nigeria;
ii. determine the extent to which the available library facilities influence management strategies in your library
iii. ascertain strategies and practices employed for the management of the facilities available within State Universities Libraries in North East Nigeria.

Research Questions

The study answered the following research questions: -

1. What are the strategies for management of the facilities available within State Universities Libraries in North East Nigeria?
2. To what extent does the availability of library facilities influence management strategies in your library?
3. What strategies and practices are employed to manage the facilities available within State Universities Libraries in North East Nigeria?

Significance of the Study

Effective management strategies for State University Libraries' facilities benefit a diverse range of stakeholders, including students, faculty, staff, researchers, and the broader academic community. For students, these strategies ensure a conducive learning environment with well-maintained study spaces, access to up-to-date resources, and reliable technological infrastructure, enhancing their academic experience. Faculty and researchers benefit from streamlined access to specialized collections, collaborative spaces, and support services that facilitate scholarly work. Library staff enjoy optimized workflows and well-maintained facilities, enabling them to deliver better services efficiently. Furthermore, the broader

academic community gains from improved accessibility and the reputation of a library that supports innovation and excellence. These strategies collectively foster a culture of academic achievement, collaboration, and resource optimization, ensuring the library remains a cornerstone of intellectual development. The findings of the study will highlight the problems associated with management strategies in libraries, in state Universities libraries in North East Nigeria.

Literature Review

According to Awoyemi and Okojie (2024), explore management practices in academic libraries facilities in Nigeria. The study adopted descriptive survey research design. The population of the study consists of 114 library professionals working in eight (8) academic libraries in Nigeria. The sampling technique adopted for this study was random selection and the main research instrument was a structured questionnaire. The collected data were analysed using descriptive and inferential statistics. Results revealed the main purposes of implementing Management in academic libraries are improving library services, managing information explosions, and meeting information needs of users. The highest rated areas of KM include digital and online services, reference services and technical services while strategies of Management included providing and using available ICT facilities, training in ICT, and developing a knowledge sharing culture. The benefits of Management include gaining new skills, eradicating duplication of work, and providing new jobs and roles to library professionals. The study recommends that library management needs to make adequate provision for staff training and technological infrastructure to facilitate knowledge management and improve library services.

Arua and Ukwuaba (2016) examined the *strategies for effective management of library facilities in federal college Asaba. These are the various ways adopted in the successful management of library facilities. A sample size of thirty- one respondents (31) was decided for the study using total enumeration sampling technique and the questionnaire was adopted as the major source of data collection. While the simple percentage statistics was used to analyse data generated from fieldwork. The findings of the study reviewed there should be a laid down strategy to follow while managing library resource and that tools use for management of library facilities are segmented into three which are Traditional, ICT and preservation & conservation tools more so library staffs are faced with some challenges such as lack of funds, poor management, lack of storage facilities. Based on the findings that has been gathered from*

this study, the researcher deems it fit to make the following recommendations: that funds should be made available to the librarians for effective delivery of their duties they should cultivate management culture and lastly, they should go for more course to improve their skills.

The concept of management strategies is a concept that was developed and used in the business and management discipline in the 20th century. At that time, there was no agreement on its definition. It was seen as the concept emerges from the combination of strategies and management expressions. Strategies management is the effective use of production resources that includes-: human resources, natural resources, capital, raw materials, and machinery, to reach the goals and objectives of the organization. Strategies management is the management of organization that will survive in the long term, provide a competitive advantage in the organization and can bring positive changes in the organization. For this, strategies management should make the life of libraries long-term and focus on issues that will provide a competitive advantage.

Literature in the past and recently on librarianship has reflected some concern in organizational problems as well as the application of management strategies to academic library management. There are variety of organizational and managerial strategies outside the library organization available that need to be adopted into the library management strategies in all libraries. Although management strategies differ from library to library, and from place to place, external factors vary according to the types of libraries, while constraints are also likely to vary according to the historical and geographical setting of the libraries. (Al-Hijji & Zahran, 2014)

Managing the performance of operations and other activities of a library and making important decisions is part of the essential activities of the library personnel; these functions are directed by the availability of sufficient resources (information, human, financial) and the pursuance of clearly defined objectives and goals. These functions must be unified and often performed simultaneously.

Academic library management depends on levels of management in an organization that sustains responsibilities for the productivity and the work performance of employees, where each level possesses certain job responsibilities within each position to ensure the effective operation of the library. In line with hierarchy and responsibility, library management is divided into three levels: top management, middle management and lower management, where library personnel at all levels perform different functions.

Strategies management in library is essentially deciding and improving the library objectives and working consistently to translate those objectives into actions and results. Strategies require insight and foresight to interpret past events and present trends to determine future directions. Library strategies planners need to have interests and a common style that involves people in visualizing any changes in the library, developing strategies, and making plans. Strategies management involves analysing and learning from their internal and external environments, establishing directions, creating strategies that are intended to achieve the University goals, and executing those strategies, all to satisfy the University management. Library strategies planning has various functions which include: clarification of the organizational purpose and objectives, establishment of corporate directions and priorities within the library and outside the University, improving internal coherence and coordination, identification of critical issues and pressures, determining the resource; its allocation and utilization and taking operational decisions and actions about the University objectives.

These functions as stated above are some of the issues and challenges that affect academic libraries in North East Nigeria because there is no clear organizational direction in improving internal and external coordination to determine strategies management of the libraries or any strategies on ground used for management. There are various approaches to the management functions in State University libraries in North East Nigeria, such as professional development, training, evaluation, and performance review, which become more important and the contentious issue of financial support that needs to be addressed.

The functions of library management are the issues affecting the academic libraries in the northeast part of Nigeria, where most libraries are managed based on the interest of the University management or the government rather than the objectives that created the libraries. Even though these academic libraries differ in many aspects and respects in terms of operations, they have certain essential activities that are common. For example, their basic functions and organizational structures, the aims and objectives and they have more or less the same problems facing the library. Despite the fact that libraries are progressing slowly and certainly in becoming the ideal centre of learning shortly, preliminary investigation in State university libraries in North East Nigeria shows that traditional library services are still being organized and provided by these libraries, while Information Communication Technology (ICT) based services or modern library services are lacking. Thus, comparing the management strategies of the five (5) libraries may help in determining a solution to lack of ICT-based services in the

libraries, as well as other academic libraries in the North East state, of Nigeria. Collins (2007) and Jackson (2009) stated some goals for comparative librarianship as:

1. To study available data concerning academic library systems, problems, and solutions of selected countries, in the light of their particular circumstances; or to contribute to the critical analysis and solution of widely found library problems, viewed in their respective contexts;

2. To gain perspective on, and add insight into the library problems, which are present in one's situation;

3. To assist in the development of data and techniques for the comparative study;

4. To provide guidelines for a proposed new library program in one's own country or a foreign country;

5. To stimulate and assist judicious consideration and possible adaptation of promising practices and solutions to academic library problems from one area to another while guarding against indiscriminate emulation;

6. To strengthen the scholarly content and practical relevance of academic library education and training, both for national and foreign students, through the consideration of academic library development and problems in differing cultural contexts; and

7. To contribute to the advancement of international understanding and more extensive and effective cooperation in library development.

It is of great benefit to the University management to expand the revenue sources of the library through development and grant support in the North East Region of Nigeria, provide the management with relevant information to recruit talented and diverse faculty and staff members, establish an effective means for regular, ongoing and multi-directional internal communication. For the libraries management, it will expand and strengthen support for teaching and learning, provide spaces and technologies that enhance learning and scholarly experiences, create an environment that connects users with the information they need to build knowledge, create scholarly communication and become a valued partner with other libraries in furthering the scholarly readiness.

Also, improve project management strategies, engage staff in planning and implementing responsive changes and a healthy organizational culture that appreciates the value of the individual, encourages collaboration, and recognizes accomplishments by staff. It will unite librarians from diverse backgrounds around a shared mission, and it will increase library's profile and recognition through a variety of strategies, which include participation in library organizations and conferences, participation in annual news stories, scholarly output and speaking engagements to create partnerships, learn what other libraries are doing, and facilitate recruitment of new strategies.

In addition, the findings of the study were useful to the library users (the patrons), by providing experiences methods for library users to support and advance in the teaching, learning, and research output of the University. It also improves communication tools to assist the user in understanding library services and provide the library users with innovative library services that develop collaboration among library personnel and the users.

Finally, the results of the findings from this study are additional contribution to the existing body of knowledge in the field of librarianship and library management with respect to management strategies of academic libraries in North East states in Nigeria, Nigeria and the world in general.

Facilities Available in Academic Libraries

Aman, (2010) in his book titled "Academic Library Management Issues and Practices" stated that managing physical facilities is like managing human resources, budget, and library materials. If the facility is attractive and functional, library staff and users are happier and more productive. If the building is dull, ugly and not functional, staff and users are miserable and the facility is less inviting and used. Like any other piece of real estate, location is very important. In this case, where the library building is located on campus can make the difference in its use based on accessibility.

A Study challenge of utilizing academia library resources conducted by Mozeh and Ubwa (2017) revealed that textbooks are rate high with 82.72% and dissertation with 99%. In the same study challenges identified were lack of orientation, poor state of library, poor reading environment, and inadequate function of ICT among others. Similarly, Oyewusi and Oyebode (2009) in their study, titled "an empirical study of accessibility and use of library resources by undergraduates in a Nigerian State University of technology", where survey research method

and structured questionnaire was used as research instrument. A sample of 600 respondents were used and data was analysed using SPSS, reveals that respondents used books, journals and internet resources in the library for their academic pursuits.

Jalal (2009) reflected the digital collection development through the case study done on Osmania University, Hyderabad. The study highlighted the present status of digitalization in the libraries of Osmania University as well as digital collection development in order to reflect the current trends of collection. The study concluded that Osmania University Central Library is really has taken an interest to develop the digital collection through Digital Library of India Project and giving access to e-resources to its users. Therefore, the users of the University habituated to use more and more digital documents including e-resources, the case is not the same in this study. Chowdhury (2006) did a comparative analysis made of the application of library management functions at two University libraries of Western Cape and Dhaka, and recommendations from the study are to improve service delivery if they vigorously promote fund raising activities, improve salaries and allowances of the library staff, and speed up and complete the computerization of delivered services.

Chowdhury (2006), however observed difference between Dhaka University library (DUL) and University Western Cape Library (UWCL) in this comparative study titled the management of academic libraries: a comparative study of the University Western Cape Library and Dhaka University library and found out those facilities and services was significant. Services offered in both libraries differ in some cases such as Consortia, Inter library loans, Online Public Access Catalogue (OPAC), Compact Disc (CD) search, Electronic-journals, and Multimedia. These areas still need to be developed at DUL and UWC have most of these facilities. Although it needs to improve on aspects such as E-journals, access to databases and Open access on the Internet.

Methodology
The study used a mixed-method research design. Both quantitative and qualitative research methods were used to determine the relationship between management challenges and strategies in academic libraries in North East state Universities.

Mixed-method research design enables researchers to explain seemingly contradictory outcomes emerging from the use of different methods. The research methods will help in determining the management challenges and strategies in the libraries. The population for

the study comprises two hundred and forty-six (246) library personnel of the five (5) State University libraries in North East Nigeria. The breakdown of the population according to the Universities are as follows, Adamawa State University Mubi fifty-two (52), Bauchi State University Gadau fifty-two (52), Gombe State University Gombe sixty-seven (67), Taraba State University Jalingo twenty-three (23), and Yobe State University Damaturu fifty-two (52), and this has also been presented in the Table 3.2 below.

Source: **Academic Library Management Staff List, (AG, BASU, GSU, TSU and GEJ Libraries, 2021)**

The sample size of the study comprised of 246 academic management staff of four universities. The research adopted stratified sampling techniques by grouping them into sub-group or strata.

The instrument for data collection for this study includes self-developed questionnaire tagged "Management Challenges and Strategies in Academic Libraries Questionnaire (MCSALQ)", interviews schedule, observations checklist, and documentary evidence. The choice of combination of these instruments in this study is for two reasons: First, as surveyed literature shows, these approaches are popular in contemporary library management research, and secondly, it is as appropriate for purposes of triangulating any data.

A self-developed questionnaire was used in the study and titled "Management Challenges and Strategies in Academic Libraries Questionnaire (MCSALQ)". The questionnaire made up of structured items consisting of Section "A" to "C" as indicated in the Appendix II. Section "A" is for demographic information; Section "B" for managerial strategies was used in State Universities Libraries in North East Nigeria with five (5) items.

Section "C" to test the null hypotheses with four (4) clusters. Cluster (1) with five (5) items deal with there is no significant relationship between current organizational structures of State Universities' Libraries in North East. Cluster (2) with one (1) item focused on there is no relationship between the challenges affecting the practices (implementation) of managerial strategies in the State Universities' Libraries in North East. Cluster (3) with two (2) items; there is no significant relationship between the management of facilities available in State Universities' Libraries in North East. Cluster (4) with five (5) items, there is no significant relationship between the between the strategies implemented in the State Universities' Libraries in North East. The Likert's four points rating scale in a modified version was used to produce option to answer by respondents in which they were asked to tick an appropriate option

based on their degree of agreement or disagreement.

Findings of the Study

What strategies and practices are employed for the management of the facilities available within State Universities Libraries in North East Nigeria?

Tab. 2: Frequency Count and Simple Percentage on the extent of the available library facilities influence management strategies in your library

S/N	ITEM	SA (%)	A (%)	D (%)	SD(%)
A	Availability of equipment and facilities bring about desirable change in management.	129(59.2)	53(24.3)	31 (14.2)	5 (2.3)
B	Availability of equipment and facilities enhances real and meaningful goals and objectives.	131(60.1)	49 (22.5)	29 (13.3)	9 (4.1)
C	Availability of instructional resources facilitates learning.	172(78.9)	31(14.2)	15 (6.9)	-
D	Inadequate facilities hinder effective management process.	149(68.3)	72 (28.4)	7 (3.2)	-

Table 2 showed the frequency count and simple percentage on the extent of the available library facilities influence management strategies in your library. N=129(59.2%) has strongly agreed, N=53(24.3%) has agreed, N=31(14.2%) has disagreed and N=5(2.3) has strongly disagreed that availability of equipment and facilities bring about desirable change in management. N=131(60.1%) has strongly agreed, N=49(22.5%) a has agreed, N=29(13.3%) has disagreed and N=9(4.1%) have strongly disagreed that availability of equipment and facilities enhances real and meaningful goals and objectives. N=172(78.9%) have strongly agree, N=31(14.2%) has agreed and N=15(6.9%) has strongly disagreed that availability of instructional resources facilitates learning. N=149(68.3%) have strongly agreed, N=72(28.4%) have agreed and N=7(3.2%) have disagreed that inadequate facilities hinder effective management process.

What is the extent of strategies implemented in the State Universities' Libraries in North East and management strategies of libraries?
Are you satisfied with the duties you perform?

Tab. 3: Frequency Count and Simple Percentage on do you make suggestions for improving services or routines

S/N	ITEM	SA (%)	A (%)	D (%)	SD (%)
A	YES	35(36.9)	49(63.1)	-	-
B	NO	72 (56.2)	56 (43.8)	-	-

Table 3 revealed the frequency count and simple percentage on you make suggestions

for improving services or routines. N=35(36.9%) has strongly agreed, N=49(63.1%) has agreed with answered yes while N=72(56.2%) has strongly agreed and N=56(43.8) has agreed with answer no.

What do you think is the best motivation for you?

Tab. 4: Frequency Count and Simple Percentage on do you make suggestions for improving services or routines

S/N	ITEM	SA %)	A(%)	D(%)	SD(%)
A	Professional development	92 (42.2)	79 (36.2)	8 (3.7)	-
B	Attendance of conferences	113(51.8)	69 (28.9)	-	15 (6.9)
C	Being praised / appreciated for work done	179 (82.1)	29 (13.3)	-	13 (4.6)
D	Involvement / participation	187 (85.8)	12 (5.5)	7 (3.2)	-
E	Providing a satisfactory service	154 (70.6)	52 (23.9)	-	-
F	Feeling of belonging	71 (32.6)	21 (9.6)	-	-
G	Good staff morale	78 (46.2)	51 (30.2)	31 (18.3)	9(5.3)

Table 4 revealed what do you think is the best motivation for you. On professional development N=92(42.2%) has strongly agreed. N=79(36.2%) and N=8(3.7%) has disagreed. On attendance of conference, N=113(51.8%) have strongly agreed, N=69 (28.9%) have agreed, N=15(6.9%) have disagreed. On being praised/appreciated for work done, N=179(82.1%) have strongly agreed, N=29(13.3%) have agreed, N=13(4.6%) have strongly disagreed. On involvement/participation, N=187(85.8%) have strongly agreed, N=12(5.5%) have agreed, N=7(3.2%) have disagreed. On providing a satisfactory service, N=154(70.6%) have strongly agreed, N=52(23.9%) have agreed. On feeling of belonging, N=71(32.6%) has strongly agreed, N=21 have agreed. On good staff morale, N=78(46.2%) has strongly agreed, N=51(30.2%) have agreed, N=31(18.3%) have disagreed and N=9(5.3%) have strongly disagreed.

Are the physical conditions of your work place satisfactory?

Tab. 5: Frequency Count and Simple Percentage on Physical conditions of work Place

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	Std. Deviation
A	Yes	115(52.8)	82(37.6)	11(5.0)	-	10(4.6)	3.50	.598
B	No	10(4.6)	-	-	-	208(95.4)	4.00	.000

Based on the overall findings, table 19 reveals that the calculated mean scores of all the two items tested under physical conditions are greater than the criterion mean score of 2.50.

On the whole, the weighted mean score of 3.75 was greater than the cut-off mean score of 2.50. This implies the physical conditions of the respondents' work place are satisfactory.

To What extent do the available library facilities influence management strategies in your library?

Tab. 6: Frequency Count and Simple Percentage on facilities available in library

S/N	ITEM	AVAILABLE		NOT AVAILABLE	
		Frequency	Percentage (%)	Frequency	Percentage (%)
A	Computers	218	100.0	-	-
B	Air conditioning	218	100.0	-	-
C	Scanner machine	209	95.9	9	4.1
D	Shelves	215	98.6	3	1.4
E	Duplicating Machine	102	46.8	116	53.2
F	Overhead projector	215	98.6	3	1.4
G	Internet	214	98.2	4	1.8
H	Facsimile	87	39.9	131	60.1
I	Telephone	59	27.1	159	72.9
J	Multimedia	127	58.3	91	41.7
K	Filmstrip	67	30.7	151	69.3

Table revealed the frequency count and percentage of the facilities available in library. The table revealed that computer set are 100% available; air conditioning 100% available; on the availability of scanner machine; N=209(95.9%) indicate that that scanner machine is available while N=9(4.1%) indicate that scanner machine is not available. N=215(98.6%) indicate that shelves is available while N=3(1.4%) indicate that shelves is not available. N=102(46.8%) indicate that duplicating machine is available while N=116(53.2%) indicate that duplicating machine is not available. N=215(98.6%0) indicate that overhead projector is available while N=3(1.4%) indicate that overhead projector is not available. N=214(98.2%) indicate that internet is available while N=4(1.8%) indicate that internet is not available. N=87(39.9%) indicate that facsimile is available while N=131(60.1%0) indicate that facsimile is not available. N=59(27.1%0) indicate that telephone is available while N=159(72.9%) indicate that telephone is not available. N=127(58.3%) indicate that multimedia is available while N=91(41.7%) indicate that multimedia is not available. N=67(30.7%) indicate that filmstrip is available while N=151(69.3%) indicate that filmstrip is not available.

Whether there is evidence to support the presence or absence between the management of facilities available in State Universities' Libraries in North East and management strategies of libraries;

Correlational Analysis between the Management of Facilities Available in State Universities' Libraries in North East and Management Strategies of Libraries.

Displayed in the table below is the results obtained from exploring research hypotheses 2 from cluster 2.

Tab. 7: What are the major problems now facing the library services? (Tick as required)

S/N	Item	SA (%)	A (%)	D (%)	SD (%)	No Response	Mean	Std. Deviation
A	Lack of effective management strategies plan	153 (70.2)	60 (27.5)	60 (27.5)	-	5(2.3)	-	3.66
B	Informal written policy	173 (79.4)	32 (14.7)	32 (14.7)	7(3.2)	-	6(2.8)	3.75
C	Instable organizational structure	142 (61.1)	53 (24.3)	53 (24.3)	5(2.3)	-	18(8.3)	3.68
D	Insufficient library budget	10(4.6)	5(2.3)	5(2.3)	31 (14.2)	172(78.9)	-	1.33
E	Inadequate supervision	133 (61.0)	47 (21.6)	47 (21.6)	15(6.9)	23(10.6)	-	3.33
F	Insufficient of knowledge and training of new trend of librarianship	131 (60.1)	54 (24.8)	54 (24.8)	23 (10.6)	10(4.6)	-	3.40
G	Lack of cooperation among members	167 (76.6)	41(18.8%)	41 (18.8)	-	10(4.6)	-	3.67

Table 7 shows the mean scores on the major problems facing the library services which revealed that, the calculated mean scores of six of the seven items tested are greater than the criterion mean score of 2.50. However, the calculated mean scores of one (M=1.33) of the seven items is less than the criterion mean score of 2.50. In addition, the overall weighted mean score of 3.59 was greater than the cut-off mean score of 3.26. This implies that Informal written policy, Instable organizational structure, lack of effective management strategies plan, lack of cooperation among members, Insufficient of knowledge and training of new trend of

librarianship, Inadequate supervision and Insufficient library budget (M=1.33), were the major problems facing the library services.

Conclusion

The positive relationship suggests that when the organizational structure is supportive and aligned with the strategies. There is a higher likelihood of achieving the desired outcomes. This alignment ensures that the right resources, processes, and personnel are in place to support the implementation of these strategies. This finding agreed with Aman (2010) claim in his book "Academic library management issues and practices" stated "physical facilities is like human resources, budget and library materials". A strong organizational structure enables efficient communication, collaboration, and coordination among library staff, which in turn facilitates the effective execution of the strategies. Furthermore, the study established a positive association between the management of library facilities and the adoption of effective managerial practices, highlighting the interdependence between physical resources and management strategies in achieving desired outcomes.

Recommendations

Based on the findings of the study the following recommendations were made:

- There should be availability of equipment and facilities which bring about desirable change in the management should be optimized and considered necessary among other
- There should be correlation between the management and management of library facilities to adopt the effective management strategies of its facilities.
- Management of university should establish clear roles and responsibilities, ensuring accountability, and fostering a culture of innovation and continuous improvement.

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