**ADMINISTRATIVE EFFECTIVENESS AND LIBRARIANS’ PRODUCTIVITY**

**IN PUBLIC POLYTECHNIC LIBRARIES IN SOUTH-WEST, NIGERIA**

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**Abstract**

*The study examined the influence of administrative effectiveness and librarians’ productivity in public polytechnic libraries in south-west, Nigeria. Survey design was used in the study. The study population in this research comprised of 214 librarians in the 20 public polytechnic libraries in South-West geographical zone of Nigeria consisting of six federal and fourteen state owned polytechnics. The total enumeration technique was used to recruit the entire 214 Librarians and Library Officers in the public polytechnic libraries in South-West, Nigeria. The instrument for data collection was a structured questionnaire. The study reveals that administrative effectiveness significantly influenced librarians’ productivity with management of unit as a factor which contributed significantly towards librarians’ productivity. Also, there is significant composite influence of administrative effectiveness on Librarians’ productivity in public polytechnics in South-West, Nigeria. The study established that administrative effectiveness are factors that enhance Librarians’ productivity in public polytechnic libraries in South-West, Nigeria. The study concluded that Librarians acknowledge high administrative effectiveness in vision and goal setting, interpersonal relationships, management of unit, communication skills, research/professional endeavours. The study also recommended that polytechnic administration should ensure that staff are committed to the organization especially in the aspect of continuance organizational commitment in order to encourage the staff to work sacrificially without resigning because of job conditions not satisfactory to workers. The workers should thrive to give in their best to the organization.*

**Keywords:** administrative effectiveness, librarians’ productivity, public polytechnic, libraries

# INTRODUCTION

Librarians are required to be up and doing in their productivity to encourage increase in library patronage. This they can do in the area of general information service provision, which involves dealing with information in print and electronic formats to promote their services to library users by choosing and applying relevant **library** management systems. Skills in information organization are also necessary in this age of information explosion. **Librarians** have a key **role** to play in information collation, provision and dissemination to various library users, as they understand their **users better than they understand any other group within the academic community. They also understand their** organizations’ information needs and have the range of skills to manage knowledge effectively. The role of librarians in this context is to help users find the information they require, then provide them with the tools to access and use the resources for their individual needs.

Creth (1996) suggests that librarians achieve this by actively seeking out users in a variety of settings and by making full use of information and multimedia technology by offering instruction in a variety of formats (including Web based instruction and online tutorials). Librarians and information professionals should be able to manage the Digital Information System as this encompasses the overall competencies (knowledge, know-how, skills and attitudes) necessary to create, store, analyze, organize, retrieve and disseminate digital information (text, images, sounds) in digital libraries or any type of information. However, Owolabi, Aregbesola and Oyesola (2015) opined that the primary productivity of the librarians is embedded in their ability to make available and accessible diverse information resources and services to enhance the quality of teaching, learning, and research. Librarians' productivity is essential to library users and the academic community. According to Okpe (2012), librarians are involved in the day-to-day management of the academic institutions' learning resources along with teaching, giving instructions to users, and carrying out daily administrative duties to ensure an encouraging learning and teaching environment.

Saka and Haruna (2013) described librarians' job productivity as involving cataloging and classification of materials, provision of reference services, charging, and discharging of materials to users. Thus, each job performed by a librarian has its input in the collective information services provided to library users and others in the community. It can also be said that Librarians' productivity is encapsulated in their competencies in the selection of information materials, ordering, and acquisition, circulation of information resources, cataloguing and classification, bibliographic services, interlibrary loan services, document delivery services, users’ education, preparing online public access catalogue, provision of online and offline reference services, and digitization of information resources. Librarians' productivity, therefore, involves providing current and relevant educational resources that would encourage an increase in paper publications among academic members and librarians themselves, as well as innovative research works that would attract grants from local and international organizations.

In the library, productivity is seen as a ratio of how well the librarians have been able to convert input of resources into output of goods and services. Hence, the quality of services offered to their users is of high importance in ascertaining librarians' job productivity. Bosede (2015) reasoned that libraries form a vital part of the world's system of education and information storage and retrieval. They make available knowledge accumulated through the ages. Therefore, for libraries to achieve their objectives, they require human resources made up of individuals with various intellectual competencies that can enhance their productivity. The duties and functions of a librarian may vary considerably depending on the size and type of library. However, regardless of the type of library, librarians have the primary responsibilities of demonstrating a high level of productivity for them to remain relevant in their institution of primary employment.

Administrative effectiveness involves effectiveness of individuals, groups or teams and effectiveness of the organization as a whole. Individual effectiveness is directed towards the personality of the administrators and towards accomplishing stated goals and responsibilities in the organization. The dimension of group or team effectiveness deals with a common understanding of goals and objectives together with the ability of the groups to accomplishing them as a unit. The goals of an organization can only be accomplished when components of the organization are working in a coordinated way. The ability to manage resources, organize people, information, knowledge and set time to accomplish goals also relate to administrative effectiveness (Amah, Daminabo-Weje & Dosumu, 2013).

A librarian as an administrator must display quality administrative capabilities such as showing the way, managing change, exhibiting personality trait to lead and the capability to foresee problems beforehand. Adeniyi and Omoteso (2014) reasoned that the indicators of administrative effectiveness should involve openness, agreeableness and conscientiousness. Administrative effectiveness also involves adaptation, goal attainment, integration, and sustaining organizational values (Karsli & Sahin, 2015, Delbecq, Bryson and Van de Ven (2013). Therefore, a librarian as an administrator will need to possess the right skills and ability to drive effective administration within the educational system of any nation.

 Pandy (2017) conceptualized administrative effectiveness as the main product of a progression of complex nested relations and an interaction pattern. To him, administrative effectiveness can better be defined as the administrative skills possessed by an individual to see to the affair of an organization easily and effectively. Administrative effectiveness involves the contributions of individual staff members, departments in an organization working together towards attaining the goals of that organization. From this point of view, it could be established that administrative effectiveness deals with the application and utilization of different approaches and strategies such as planning and managing, including making decisions that will bring about positive effects in the accomplishment of organizational goals. Tanveer and Khan (2014) are of the view that if an administrator is enriched with desired personal and managerial skills, administrative effectiveness becomes easy.

For an organization to attain a high level of administrative effectiveness, the contributions of individual employees in the organization are very vital. Individuals in the organization, as well as the groups or units that make up the organization need to be assessed based on their level of effectiveness in the discharge of administrative responsibilities in the organization. This is coupled with their leadership capabilities and stabilized expertise to accomplish goals. Administrative effectiveness can be attained within the confines of teamwork, commitment, work coordination, as well as the conducive work environment. As stated by Adeniyi and Omotosho (2014), teamwork is characterized by the shared understanding of common goals together with the ability to accomplish a given task in the organization.

Librarians as administrators are expected to be skilled in vision and goal setting as these will impact positively on their productivity. They are also expected to be effective in managing their units. They should possess good communication skills and be competent in interpersonal relationships as these two will assist in their interactions with colleagues and library users. Usually, higher institutions of learning bring people from diverse backgrounds together, and Librarians are expected to understand this, and be conscious of it while interacting with colleagues and library users. This study believes that with proper application of these indicators, a librarian will be administratively effective, and as such, have improved productivity.

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## **Statement of the Problem**

Librarian’s productivity remains an important index in predicting probable success or failure of any Polytechnic Library. Librarian’s productivity entails the provision of current and relevant educational resources to members of the academic institution community. This, they do through specialized services that include inter-library loan services, bibliographic services, cataloguing and classification, reference services and lending services. It is thus expected that qualitative provision of these services will reflect the high productivity of librarians. However, preliminary investigation, literature and researcher’s observation revealed low productivity among librarians in polytechnics in the South-West, Nigeria.

Librarians’ productivity is not an isolated phenomenon but one predictable by administrative effectiveness. This factor is one of the factor affecting librarians’ productivity. It is expected that with adequate and effective support from the Polytechnic Libraries, librarians’ productivity will improve. It is also expected that where the heads are administratively effective, they will be able to manage both human and material resources towards provision of effective services to the polytechnic community. They will also be able to effectively relate with both students and staff of their institutions, while offering dependable and reliable services resulting increased productivity. It is assumed that administrative effectiveness will in turn improve their productivity, however, there is dearth of literature on the extent of Librarians productivity in the polytechnic. Again, it is difficult to ascertain the extent to which administrative effectiveness would influence librarians' productivity in public Polytechnic libraries in South-West Nigeria. The current study therefore seeks to investigate the level of librarians' productivity and ascertain the extent to which administrative effectiveness would influence librarians' productivity in public Polytechnic libraries in South-West, Nigeria.

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## **Objectives of the Study**

The main objective of this study was to investigate the influence of Administrative effectiveness on librarians' productivity in public polytechnic libraries in South-West, Nigeria. The specific objectives are to:

1. determine the level of librarians’ productivity in public polytechnic libraries in South-West, Nigeria;
2. ascertain the level of administrative effectiveness of librarians in public polytechnic libraries in South-West, Nigeria;
3. examine the influence of administrative effectiveness scope on librarians' productivity in public polytechnic libraries in South-West, Nigeria.

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## **Research Questions**

To achieve the specific objectives, the following research questions are raised to guide the study**:**

1. what is the level of Librarians’ productivity in public polytechnic libraries in South-West, Nigeria?
2. what is the level of librarians' administrative effectiveness in public polytechnic libraries in South-West, Nigeria?

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## **Hypothesis**

The following hypothesis will be tested at 0.05 level of significance:

**Ho1.** Administrative effectiveness does not have a significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria.

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# METHODOLOGY

The study employed the survey research design. The study population in this research comprised of 214 librarians in the 20 public polytechnic libraries in South-West geographical zone of Nigeria consisting of six federal and fourteen state owned polytechnics. The total enumeration technique was used to recruit the entire 214 Librarians and Library Officers in the public polytechnic libraries in South-West, Nigeria. The instrument for data collection was a structured questionnaire. The data collected were analyzed using descriptive and inferential statistics such as percentage distribution, mean, median and standard deviation. Regression analysis was used to establish the influence of the independent variables on the dependent variable. Specifically, regression analysis was used to test the formulated hypotheses. Statistical Package for the Social Sciences (SPSS version 20.0) was used to analyze the collected data of the study.

**DATA PRESENTATION, ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS**

This section presents the analysis of the data collected from the field. Finally, the findings of the study were discussed based on related studies on the same subject matter. Out of the 214 copies of questionnaire handed out to the study participants, 173 were returned. This resulted in 81% response rate.

**Research Question One: What is the level of Librarians’ productivity in public polytechnic libraries in South-West, Nigeria?**

Data collected on research question one was analyzed using descriptive statistics.

**Table 1**

*Level of Librarians’ Productivity in Public Polytechnics in South-West, Nigeria*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Librarians’ productivity** | **Very High**  | **High**  | **Moderate** | **Low** | **Very Low** | **Mean** | **SD** |
| **Lending services** |  |  |  |  |  | **4.25** | **.73** |
| My accomplishment in reserved books management is | 86(49.7) | 62(35.8) | 21(12.1) | 1(.6) | 3(1.8) | 4.31 | .84 |
| My ability in the handling of students’ clearance is | 83(48.0) | 59(34.1) | 28(16.2) | 1(.6) | 2(1.1) | 4.26 | .83 |
| My ability in charging in and out of books is | 84(48.6) | 59(34.1) | 24(13.9) | 2(1.2) | 4(2.2) | 4.25 | .90 |
| My ability in the registration of users is | 69(39.6) | 75(43.4) | 23(13.3) | 2(1.2) | 4(2.5) | 4.17 | .87 |
| **Cataloguing and Classification** |  |  |  |  |  | **4.20** | **.65** |
| My out-put in catalogue entries management is | 78(45.1) | 76(43.9) | 16(9.2) | 3(1.7) |  | 4.30 | .78 |
| My ability in the classification of items according to subject is | 60(34.7) | 88(50.9) | 21(12.) | 2(1.2) | 2(1.2) | 4.18 | .76 |
| My output in the Bibliographic Description of Information Resources is | 50(28.9) | 91(52.6) | 29(16.8) | 1(6) | 2(1.2) | 4.08 | .78 |
| **User education** |  |  |  |  |  | **4.17** | **.75** |
| My contribution to library orientation for new users is | 91(52.6) | 51(29.5) | 28(16.2) | 1(.6) | 2(1.2) | 4.31 | .84 |
| My output in the training of library users is | 92(53.2) | 51(29.5) | 26(15.0) | 2(1.2) | 2(1.2) | 4.29 | .87 |
| My out-put in literature search seminars delivery is | 53(30.6) | 65(37.6) | 49(28.3) | 3(1.7) | 3(1.77) | 3.93 | .92 |
| **Reference Services** |  |  |  |  |  | **4.12** | **.72** |
| My ability in answering reference queries is | 73(42.2) | 70(40.5) | 27(15.6) | 1(.6) | 2(1.2) | 4.20 | .81 |
| My out-put in offering referral services is | 62(35.8) | 78(45.1) | 29(16.8) | 1(.6) | 3(1.7) | 4.12 | .83 |
| My accomplishment is the identification of reference resources to answer particular reference queries is | 59(34.1) | 73(42.2) | 37(21.4) | 2(1.2) | 2(1.2) | 4.06 | .84 |
| **Document Delivery Services** |  |  |  |  |  | **4.06** | **.74** |
| My out-put in course materials identification and selection is | 77(44.5) | 55(31.8) | 34(19.7) | 5(2.9) | 2(1.2) | 4.14 | .91 |
| My ability in the delivery of Selective Dissemination of Information is | 65(37.6) | 70(40.5) | 32(18.5) | 4(2.3) | 2(1.2) | 4.11 | .86 |
| My output in the delivery of Current Awareness services is | 58(33.5) | 78(45.1) | 21(12.1) | 3(1.7) | 13(7.5) | 3.95 | 1.10 |
| **Collection Development** |  |  |  |  |  | **4.03** | **.77** |
| My out-put in the processing (stamping, accessioning, listing etc) of acquired resources is | 82(47.4) | 60(34.7) | 25(14.5) | 4(2.3) | 2(1.2) | 4.23 | .88 |
| My ability in the evaluation of library resources to be acquired is | 68(39.3) | 74(42.8) | 26(15.0) | 3(1.7) | 2(1.2) | 4.17 | .83 |
| My output in the ordering of selected materials is | 51(29.5) | 81(46.8) | 35(20.2) | 4(2.3) | 2(1.2) | 4.01 | .83 |
| My accomplishment in bibliographic verification of supplied resources is | 52(30.1) | 67(38.7) | 37(21.4) | 4(2.3) | 13(7.5) | 3.81 | 1.12 |
| **Bibliographic Services** |  |  |  |  |  | **3.61** | **.77** |
| My accomplishments in the compilation of Abstracts is | 23(13.3) | 84(48.6) | 54(31.2) | 4(2.3) | 8(4.6) | 3.62 | .91 |
| My ability in the compilation of Bibliography is | 22(12.7) | 82(47.4) | 58(33.5) | 4(2.3) | 7(4.0) | 3.61 | .88 |
| My out-put in the compilation of Indexes is | 29(16.8) | 53(30.6) | 82(47.4) | 5(2.9) | 4(2.3) | 3.59 | .89 |
| **Interlibrary loan services** |  |  |  |  |  | **3.19** | **1.03** |
| My out-put in obliging other libraries’ request for loans is | 21(12.1) | 37(21.4) | 81(46.8) | 23(13.3) | 11(6.4) | 3.20 | 1.04 |
| My ability in securing books on loan from other libraries for users is  | 25(14.5) | 34(19.7) | 76(43.8) | 21(12.1) | 17(9.8) | 3.16 | 1.12 |
| **Productivity (Weighted Mean = 3.92, Standard Deviation = 0.55)** |

Source: Authors computation (2022)

**Decision Rule:** I mean is ≤ 1.49 = Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49 = Moderate; 3.5 to 4.49 = High; 4.5 to 5.0 = Very High. Criterion Mean = 3.0.

Table 1 presents the results of descriptive statistics for Librarians’ productivity.Overall Likert-type scale findings indicate that Librarians’ productivity had an overall mean of 3.92, on a scale of 5. This indicates that generally the Librarians in public polytechnic libraries in South-West, Nigeria experienced high level of productivity while carrying out their duties. Librarians’ productivity was measured by performance of cataloguing and classification, interlibrary loan services, user education, lending services, reference services, document delivery services, collection development, bibliographic services.

The analysis indicates that lending services sub-scale attracted a weighted mean score of *x̅*=4.25, SD=0.73, with some of its items falling above the weighted mean. Items like ‘My accomplishment in reserved books management (x̅=4.31)’, ‘My ability in the handling of students’ clearance (x̅=4.26)’, ‘My ability in charging in and out of books (x̅=4.25)’ and ‘My ability in the registration of users (x̅=4.17)’ polled a high mean scores under the subscale. This implies that polytechnic libraries in Nigeria are highly productive in their lending services.

Further finding revealed that the level of cataloguing and classification services is high (*x̅*=4.20, SD=0.65) in the public polytechnic libraries in South-West, Nigeria with all of the research items following the trend. The finding also established that librarians’ output in catalogue entries management (x̅=4.30), librarians’ ability in the classification of items according to subject (x̅=4.18) and librarians’ output in the bibliographic description of information resources (x̅=4.08) is high. Overall, the average score for cataloguing and classification is high indicating high level of Librarians’ productivity in public polytechnic libraries in South-West, Nigeria in cataloguing and classification.

For user education sub-scale, with a weighted mean of *x̅*=4.17, SD=0.75, most of the items responded to attracted high mean scores. For example, item bordering on the contribution to library orientation for new users attracted the highest mean (*x̅*=4.13) while the one on output in literature attracted *x̅*=3.93. This shows that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in users’ education.

Similarly, findings in Table 1 show that each aspect of reference services in public polytechnic libraries in South-West, Nigeria had a mean Likert scale greater than 3.0. The average score was 3.92, which shows that the Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in reference services. By implication, Librarians’ are highly productive in answering reference queries, offering referral services and identification of reference resources to answer particular reference queries.

Also, the document service delivery subscale attracted a weighted mean of *x̅*=4.06, SD=0.74 with some of the research items following the trend. This suggests that Librarians are highly productive document service delivery. Majority of the respondents concurred that their out-put in course materials identification and selection (*x̅*=4.14), ability in the delivery of selective dissemination of information (*x̅*=4.11) and output in the delivery of current awareness services (*x̅*=3.95) is above average among public polytechnic libraries in South-West, Nigeria.

Additional analyses revealed similar trend for collection development subscale with a weighted mean of *x̅*=4.03. Item on ‘output in the processing (stamping, accessioning, listing etc.) of acquired resources’ recorded the highest mean (*x̅*= 4.23) while ‘accomplishment in bibliographic verification of supplied resources’ polled the lowest mean (*x̅*=3.81) which is still higher than the criterion mean (*x̅*=3.0). This signifies that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in collection development.

For user bibliographic services sub-scale, with a weighted mean of *x̅*=3.61, SD=0.77, most of the items responded to attracted high mean scores. For example, items on accomplishments in the compilation of Abstracts (*x̅*=3.62), ability in the compilation of Bibliography (*x̅*=3.61) and output in the compilation of Indexes (*x̅*=3.59) attracted the high mean scores. This shows that Librarians in public polytechnic libraries in South-West, Nigeria are highly productive in the compilation of Abstracts, Bibliography and indexes.

Findings on each aspect of interlibrary loan services in public polytechnic libraries in South-West, Nigeria had a mean Likert scale less than 3.0. The average score was 3.19, which shows that the level of productivity of Librarians in public polytechnic libraries in South-West, Nigeria is moderately high. Considering findings from these analyses, public polytechnic libraries in South-West, Nigeria are highly productive in the areas of lending services, cataloguing and classification, user education, reader services, document delivery services, collection development and bibliographic services but less productive in interlibrary loan services.

**Research Question Two: What is the level of librarians' administrative effectiveness in public polytechnic libraries in South-West, Nigeria?**

**Table 2**

*Level of Administrative Effectiveness of public Polytechnic libraries in South-West, Nigeria*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Statements** | **Very High**  | **High**  | **Moderately**  | **Low** | **Very Low** | **Mean** | **SD** |
| **Vision and Goal Setting** |  |  |  |  |  | **4.34** | **.71** |
| The polytechnic librarian’s ability to articulate clearly the strategic goals of the library is  | 91(52.6) | 58(33.5) | 23(13.3) | 1(.6) |  | 4.40 | .77 |
| The polytechnic librarian’s encouragement of ideas and creativity generation among library staff is  | 85(49.1) | 66(38.2) | 21(12.1) | 1(.6) |  | 4.37 | .76 |
| The polytechnic librarian’s creation of an atmosphere conducive for high performance is  | 82(47.4) | 67(38.7) | 21(12.1) | 2(1.2) | 1(.6) | 4.33 | .80 |
| The polytechnic librarian’s encouragement of unit visioning and long-range planning is  | 82(47.4) | 68(39.3) | 20(11.6) | 1(.6) | 2(1.2) | 4.29 | .74 |
| **Interpersonal Relationships** |  |  |  |  |  | **4.30** | **.75** |
| The polytechnic librarian’s sensitivity to career and mentoring needs of library staff is  | 83(48.0) | 68(39.3) | 19(11.0) | 2(1.2) | 1(.6) | 4.35 | .78 |
| The polytechnic librarian’s understanding of the needs and concerns of library staff is  | 82(47.4) | 68(39.3) | 20(11.6) | 1(.6) | 2(1.2) | 4.33 | .81 |
| The polytechnic librarian’s treatment of library staff with care and respect is  | 86(49.7) | 57(32.9) | 26(15.0) | 3(1.7) | 1(.6) | 4.31 | .85 |
| The polytechnic librarian’s demonstration of understanding of the needs and concerns of the library users is  | 71(41.0) | 81(46.8) | 19(11.0) | 2(1.2) | () | 4.28 | .76 |
| The polytechnic librarian’s maintenance of positive and productive relationships with all Library Staff is of | 71(41.0) | 81(46.8) | 19(11.0) | 2(1.2) | () | 4.25 | .83 |
| **Management of Unit** |  |  |  |  |  | **4.30** | **.68** |
| The polytechnic librarian’s handling administrative tasks in a timely manner is  | 89(51.4) | 65(37.6) | 18(10.4) | 1(.6) | () | 4.42 | .74 |
| In the library, the polytechnic librarian’s commitment to fair administrative procedures is  | 82(47.4) | 71(41.0) | 16(9.2) | 3(1.7) | 1(.6) | 4.34 | .79 |
| The polytechnic librarian’s exercise of fair and reasonable judgment in the allocation of resources is  | 78(45.1) | 68(39.3) | 24(13.9) | 2(1.2) | 1(.6) | 4.29 | .81 |
| The polytechnic librarian’s delegation of work effectively is  | 53(30.6) | 96(55.5) | 20(11.6) | 3(1.7) | 1(.6) | 4.15 | .75 |
| **Communication Skills** |  |  |  |  |  | **4.28** | **.68** |
| The polytechnic librarian’s effective communication of library’s priorities to the upper level administration is  | 85(49.1) | 67(38.7) | 18(10.4) | 1(.6) | 2(1.2) | 4.36 | .80 |
| The polytechnic librarian’s production of reports and correspondences within the polytechnic library is  | 78(45.1) | 72(41.6) | 22(12.7) | 1(.6) | () | 4.32 | .75 |
| The polytechnic librarian’s effective representation of the library and its members to the rest of the polytechnic is  | 82(47.4) | 63(36.4) | 25(14.5) | 2(1.2) | 1(.6) | 4.30 | .82 |
| The polytechnic librarian’s production of reports and correspondences outside the polytechnic library is  | 70(40.5) | 77(44.5) | 19(11.0) | 4(2.3) | 3(1.7) | 4.20 | .88 |
| Our enjoyment of clear bottom to top level of communication is  | 60(34.7) | 89(51.4) | 21(12.1) | 2(1.2) | 1.6() | 4.19 | .75 |
| **Research/Professional Endeavours** |  |  |  |  |  | **4.19** | **.74** |
| The polytechnic library’s engagement in user studies and orientation programme is  | 95(54.6) | 53(30.6) | 19(11.0) | 5(2.9) | 1(.6) | 4.29 | .85 |
| The polytechnic librarian’s leadership in the pursuit of professional growth opportunities is  | 77(44.5) | 71(41.0) | 18(10.4) | 6(3.5) | 1(.6) | 4.27 | .84 |
| The polytechnic library’s contributions to the curriculum and research needs of the polytechnic is  | 74(42.8) | 74(42.8) | 19(11.0) | 5(2.9) | 1(.6) | 4.23 | .82 |
| In the library, our maintenance of active research/scholarly agenda is  | 46(26.6) | 90(52.0) | 29(16.8) | 6(3.5) | 2(1.2) | 3.99 | .86 |
| **Support for Organizational Diversity** |  |  |  |  |  | **4.14** | **.73** |
| The polytechnic librarian’s commitment to supporting equal employment opportunities is  | 71(41.0) | 80(46.2) | 17(9.8) | 4(2.3) | 1(.6) | 4.26 | .79 |
| The polytechnic librarian’s commitment to mentoring any member of the polytechnic library not minding their gender is  | 71(41.0) | 64(37.0) | 34(19.7) | 3(1.7) | 1(.6) | 4.17 | .86 |
| The polytechnic librarian’s commitment to due consideration for services to persons with disabilities is of | 57(32.9) | 64(37.0) | 47(27.2) | 4(2.3) | 1(.6) | 3.99 | .89 |
| **Administrative Effectiveness (Weighted Mean = 4.26, Standard Deviation = 0.66)** |

Source: Authors computation (2022)

**Decision Rule:** If mean is ≤ 1.49 = Very Low; 1.5 to 2.49 = Low; 2.5 to 3.49 = Moderate; 3.5 to 4.49 = High; 4.5 to 5.0 = Very High

Table 2 shows generally that there was a high level of librarians' administrative effectiveness in public polytechnic libraries in South-West, Nigeria (*x̅ =* 3.26, on a scale of 5). Librarians’ administrative effectiveness was operationalized using vision and goal setting, interpersonal relationships, management of unit, communication skills, research/professional endeavours and support for organizational diversity**.** The analysis indicates that vision and goal setting sub-scale attracted a weighted mean score of *x̅*=4.34, SD=0.71, with some of its items falling above the weighted mean. This finding indicates that the polytechnic librarian display high ability to articulate clearly the strategic goals of the library (x̅=4.40), encourage ideas and creativity generation among library staff (x̅=4.37), creates an atmosphere conducive for high performance (x̅=4.33)’ and highly encourages unit visioning and long-range planning (x̅=4.29)’. This implies that public university libraries in Nigeria have a sense of strong visions for library employees.

For interpersonal relationships sub-scale, with a weighted mean of *x̅*=4.30, SD=0.75, most of the items responded to attracted high mean scores. For example, item bordering on ‘the polytechnic librarian’s sensitivity to career and mentoring needs of library staff’ attracted the highest mean (*x̅*=4.35) while the one ‘the polytechnic librarian’s maintenance of positive and productive relationships with all Library Staff’ attracted *x̅*=3.25. This shows that the extent of interpersonal relationships between the management and employees in public polytechnic libraries in South-West, Nigeria is high.

Further findings revealed that the extent of management of unit is high (*x̅*=4.30, SD=0.68) in the public polytechnic libraries in South-West, Nigeria with all of the research items following the pattern. The finding also established that the polytechnic librarians proper`ly handles administrative tasks in a timely manner (x̅=4.42), commits highly to fair administrative procedures (x̅=4.34), highly exercises fair and reasonable judgment in the allocation of resources (x̅=4.29) and effectively delegates work to a high level (x̅=4.15). Overall, the average score for management of unit is high indicating that public polytechnic libraries in South-West, Nigeria possessed high level of managerial skills in terms of managing the library. Similarly, each aspect of communication skills measured in public polytechnic libraries in South-West, Nigeria had a mean Likert scale greater than the criterion mean of 3.0. The average score was 4.28, which shows that the public polytechnic libraries in South-West, Nigeria are highly productive in communication skills.

Also, the research/professional endeavours subscale attracted a weighted mean of *x̅*=4.19, SD=0.74 with some of the research items following similar trend. This suggests that the extent of research/professional endeavours is high in the public polytechnic libraries in South-West, Nigeria. Majority of the respondents concurred that polytechnic library’s engagement in user studies and orientation programme (*x̅*=4.29), polytechnic librarian’s leadership in the pursuit of professional growth opportunities (*x̅*=4.27), polytechnic library’s contributions to the curriculum and research needs (*x̅*=4.23) and maintenance of active research/scholarly agenda (*x̅*=3.99) are above average among public polytechnic libraries in South-West, Nigeria.

Additional analyses revealed similar trend for support for organizational diversity subscale with a weighted mean of *x̅*=4.14. Item on ‘The polytechnic librarian’s commitment to supporting equal employment opportunities’ had the highest mean (*x̅*= 4.26) while ‘The polytechnic librarian’s commitment to due consideration for services to persons with disabilities’ polled the lowest mean (*x̅*=3.99) which is still higher than the criterion mean (*x̅*=3.0). This signifies that public polytechnic libraries in South-West, Nigeria provide high extent of support for organizational diversity.

In the light of these findings from these analyses, it implies that the public polytechnic libraries in South-West, Nigeria had fairly high level of administrative effectiveness in terms of interpersonal relationships, management of units, communication skills, research/professional endeavours and support for organizational diversity.

**Test of Hypotheses**

The study was guided by the following null hypothesis which the researcher formulated at the beginning of the study and tested, using linear regression analyses.

**Hypothesis: Administrative effectiveness does not have a significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria.**

Linear regression analysis was used to test hypothesis three. The results and conclusions are explained below.

**Table 3a**

*Simple Regression Model on Administrative Effectiveness and Librarians’ Productivity*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Unstandardized Coefficients** | **Standardized Coefficients** | **T** | **Sig.** |
| **B** | **Std. Error** | **Beta** |  |  |
| (Constant) | 2.008 | .576 |  | 3.489 | .001 |
| Administrative effectiveness | .795 | .134 | .415 | 5.949 | .000 |
| Dependent Variable: Librarians’ productivity. *F* (1, 170) = 35.390, *p* = 0.000. *R2 =*.172, *Adj. R2 =*.167  |

The result relating to hypothesis three is presented in Table 3a. The result revealed that administrative effectiveness (*βeta*=0.415, *t* (169) = 172, *p* = 0.000) has a positive and significant influence on librarians' productivity in public polytechnic libraries in South-West, Nigeria. The F-test (1, 170) is 35.390 signifying that there is sufficient evidence to substantiate the model's usefulness in predicting librarians' productivity. The R2 (0.172) of the regression model indicates that 17.2% of the variation in librarians' productivity is explained by administrative effectiveness in public polytechnic libraries in South-West, Nigeria. The finding shows that administrative effectiveness is vital factor to improving librarians' productivity in public polytechnic libraries in South-West, Nigeria. The regression model on the relationship between employee commitment was regressed against Librarians’ productivity is presented as:

LP = 2.008 + .795 Administrative Effectiveness ………..…………………………….model 5

This model shows that Librarians Productivity increases by .795 when administrative effectiveness goes up by 1 index unit. Since the F ratio and Adj. R2 coefficient of determination with p-value is less than conventional probability of 0.05, the null hypothesis (H02) which states that administrative effectiveness does not significantly influence librarians' productivity in public polytechnic libraries in South-West, Nigeria was hereby rejected. Hence, administrative effectiveness is a key predictor of librarians' productivity in public polytechnic libraries in South-West, Nigeria. The influence of administrative effectiveness factors on librarians' productivity in public polytechnic libraries in South-West, Nigeria were tested with the full and reduced models presented in Table 3b.

**Table 3b**

*Full and Reduced Models on Administrative Effectiveness Factors and Librarians’ Productivity*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Full-Model** | **Unstandardized Coefficients** | **Standardized Coefficients** | **T** | **Sig.** | **AIC**  |
| **B** | **Std. Error** | **Beta** |  |  |  |
| (Constant) | 1.762 | .582 |  | 3.028 | .003 | 500.331  |
| Communication skills | .246 | .292 | .134 | .843 | .401 |
| Support for organizational diversity | .117 | .204 | .068 | .572 | .568 |
| Management of unit | .488 | .283 | .266 | 1.727 | .086 |
| Vision and goal setting | .311 | .326 | .175 | .954 | .342 |
| Interpersonal relationships | -.515 | .284 | -.309 | -1.810 | .072 |
| Research/professional endeavor | .204 | .263 | .121 | .776 | .439 |
| **Dependent Variable:** Librarians’ productivity (LP). *F* (6, 165) = 7.184, *p* = 0.000. *R2 =*207, *Adj. R2 =*.178.  |
| **Reduced-Model** | **Unstandardized Coefficients** | **Standardized Coefficients** |  |  |  |
|  | **B** | **Std. Error** | **Beta** | **T** | **Sig.** | **AIC** |
| (Constant) | 1.817 | .577 |  | 3.147 | .002 | 497.540 |
| Communication skills | .301 | .284 | .164 | 1.059 | .291 |
| Management of unit | .559 | .267 | .305 | 2.098 | .037 |
| Vision and goal setting | .341 | .322 | .192 | 1.060 | .291 |
| Interpersonal relationships | -.372 | .237 | -.223 | -1.567 | .119 |
| **Dependent Variable:** Librarians’ productivity (LP). *F* (4, 167) = 10.588, *p* = 0.000. *R2 =*202, *Adj. R2 =*.183.  |

The full and reduced linear regression models on the influence of administrative effectiveness factors on librarians’ productivity. The AIC score for the reduced-model (AIC = 497.540) is less than the AIC score for the full-model (AIC = 500.331), this shows that the reduced-model with four sub-variables is best for the testing of the relationship between organizational support factors and Librarians’ productivity. According to the reduced model of Table 3b, the Adj. R2 (0.183) indicated that 18.3% of librarians' productivity was explained by administrative effectiveness factors in public polytechnic libraries in South-West, Nigeria. However, the model did not explain 82.2% of the variation in librarians' productivity, implying that there are other factors associated with librarians' productivity which were not captured in the model. The *F* (4, 167) = 10.588, *p* = 0.000 result revealed that administrative effectiveness factors was considered statistically significant in predicting librarians' productivity in the regression model 3. Only the significant predictor (management of unit) was used in the regression model while the remaining predictors (communication skills, vision an goal setting and interpersonal relationships) were omitted from the regression model since they had no influence on Librarians’ productivity. The predictor equation takes the form:

Librarians’ Productivity = 1.818 + .559 Management of Unit …………………….model 6

This implies that Librarians Productivity increases by 0.559 when management of units goes up by 1 index unit. The study findings also show that management of units positively influenced Librarians’ Productivity by a factor of 55.9%. Some of the measures were statistically significant; and based on the F ratio and Adjusted coefficient of determination with p-value less than conventional probability of 0.05. This finding implies that management of units must be sustained to improve librarians' productivity in public polytechnic libraries in South-West, Nigeria.

**DISCUSSION OF FINDINGS**

The study investigated administrative effectiveness and librarians’ productivity in public polytechnic libraries in the South-West, Nigeria.

The study reports that librarians’ productivity in the public polytechnics libraries in Ogun State is high in the areas of lending services, cataloguing and classification, user education, reference services, document delivery services and in collection development. In addition, bibliographic services and interlibrary loan services was moderately high. However, their productivity in the area of inter-library loan is moderate. This study finding, disagrees with Okonedo (2012) submission. In the same vein, this study is at variance with the position of Babalola and Nwalo (2013) who lamented the low level of productivity among librarians in Nigeria. The difference in the findings could be attributed to the fact that Okonedo and Popoola investigated librarians’ productivity using research and publication contributions rather than core and technical library services which was deemed to be a more revealing assessment. Also, Babalola and Nwalo investigated librarians’ productivity in Nigerian public polytechnic libraries using services rather than publications. The difference in the findings of the studies could suggest that some other factors rather than librarians’ productivity contributes to poor library services in public polytechnic.

Research question two was formulated to establish the extent of librarians’ administrative effectiveness in public polytechnics in South-West, Nigeria. The result showed a high level librarians’ administrative effectiveness in the public polytechnics in South-West, Nigeria. Areas where they had displayed high level effectiveness include vision and goal setting, interpersonal relationships, management of unit, communication skills, research/professional endeavour and organizational diversity. The findings of this study aligns with the works of Oyovwe, Omeluzor and Akpojotor (2016) that established that good communications that underline effective relations and enhances the general quality of working life, motivation, morale and productivity. Communication is essential to enhance administrative effectiveness in the library. Vision and goal setting is a requirement or any library to succeed. The workers should articulate the goals and strategies to accomplish it.

Hypothesis states that administrative effectiveness has no significant influence on librarians’ productivity in public polytechnics in south-west, Nigeria. The hypothesis was rejected as finding revealed a positive and significant influence of administrative effectiveness on librarians’ productivity in the public polytechnic libraries in south-west, Nigeria. Administrative effectiveness factors were considered statistically significant in predicting librarians' productivity in the regression model 3. Only the significant predictor (management of unit) was used in the regression model while the remaining predictors (communication skills, vision and goal setting and interpersonal relationships) were omitted from the regression model since they had no influence on Librarians’ productivity. This implies that Librarians Productivity increases by 0.559 when management of units goes up by 1 index unit. The study findings also show that management of units positively influenced Librarians Productivity by a factor of 55.9%. Hence, since some of the measures were statistically significant; and based on the F ratio and Adjusted coefficient of determination with p-value less than conventional probability of 0.05. This finding implies that management of units must be sustained to improve librarians' productivity in public polytechnic libraries in South-West, Nigeria. Although there seems to be dearth of literature in the aspect of management of units which contributed significantly to administrative effectiveness but good communication contributes to administrative effectiveness (Oyovwe, Omeluzor & Akpojotor, 2016).

**Conclusion**

The study concluded that Librarians acknowledge high administrative effectiveness in vision and goal setting, interpersonal relationships, management of unit, communication skills, research/professional endeavours. Administrative effectiveness significantly influenced librarians’ productivity with management of unit as a factor which contributed significantly towards librarians’ productivity. Also, there is significant composite influence of administrative effectiveness on Librarians’ productivity in public polytechnics in South-West, Nigeria. The study established that administrative effectiveness are factors that enhance Librarians’ productivity in public polytechnic libraries in South-West, Nigeria.

**Recommendations**

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

1. The National Library Board should ensure that Librarians’ productivity in public polytechnic libraries is sustained and the aspects of bibliographic services and interlibrary loan services are improved upon in public polytechnics.
2. The polytechnic administration should ensure that staff are committed to the organization especially in the aspect of continuance organizational commitment in order to encourage the staff to work sacrificially without resigning because of job conditions not satisfactory to workers. The workers should thrive to give in their best to the organization.
3. Administrative effectiveness should be sustained by ensuring that interpersonal relationships, management of units, communication skill, research/professional endeavor and support for organizational diversity are adequately maintained by polytechnic administration in order to encourage library staff.

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