

ADMINISTRATIVE VARIABLES AND LIBRARY SERVICES IN THE UNIVERSITY TEACHING HOSPITALS OF SOUTH-SOUTH NIGERIA

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ABSTRACT

The study examined the influence of administrative variables on library services in the University Teaching Hospitals of South-South Nigeria. The study postulated two specific objectives, two research questions and two null hypotheses for the research direction. It adopted an ex-post facto research design. The study population was 504 library personnel. The sample size was 403 representing 80 per cent of the target population. The census sampling technique was used to select the south-south zone of Nigeria. The instrument titled “Administrative Variables and Library Services Questionnaire (AVLISQ), with a reliability coefficient of 0.86 on Cronbach’s Alpha was developed by the researchers and used for data collection. Mean and standard deviation of item by item analysis (descriptive statistics) were used to answer the research questions, while f-value of ANOVA statistics was used to test the null hypotheses at 0.05 level of significance. The results indicated significant influence of administrative variables (supervision, cooperation and control) on library services in the University Teaching Hospitals of South-South Nigeria. The study concluded that proper manipulation of these administrative variables can bestow effective library services in the University Teaching Hospitals. It was recommended among others that university teaching hospitals management should insist on Librarians’ application of administrative variables in providing library services in order to meet up the information needs of medical personnel and the service beneficiaries so as to achieve the goals and objectives of medical services in South-South of Nigeria.

Key Words: administrative variables, supervision, coordination, control, teaching hospitals

Introduction

Library services in the hospitals are information collection activities that can assist patients’ treatment, medical teaching and research programmes towards facilitating effective health care practices. Medical library services tend to be instituted to provide qualitative patient information to all health care workers such as doctors, nurses, clinical psychologists, social workers, medical students and researchers alike for effective discharge of their responsibilities. Ogunbode (2005) acknowledged that medical libraries could cater for the diverse needs of scholars, scientists, researchers, students and others, who are personally and professionally interested in higher education. Perhaps, due to advancements in information and communication technologies (ICTs), the vision and mission of medical libraries are changing gradually to meet the yearnings of the society. In medical librarianship, one of the key parameters for measuring

the benefits from library services is the impact of administrative variables that may serve to improve patients' care and professionalism.

Medical libraries perform many functions such as provision of basic health information documents in the form of books, journals and in computer readable forms like microfilms. They support the teaching and research programmes of the College of Health Sciences in the Universities by encouraging and promoting independent study among medical students. Obaka (2004) asserted that medical libraries provide relevant information to medical practitioners, hospital members and researchers to alleviate the poor health conditions and health care practice of the people, especially in the medical fields. Medical library may be designed to assist medical students, doctors, medical researchers, health professionals and information specialists in finding health and scientific information to improve, update, assess, or evaluate health care.

Ezeibe (2019) articulated that the main function of medical libraries in University medical schools is to have medical information resources that could offer information needs to the users. This awareness creates opportunities for medical libraries in the country to come up, thus becoming the primary sources of information for the health care team. Hence, it is stated that no matter the calibre of staff and students, and the level of facilities that exist in the medical library, achievement of its goals would be a colossal failure, if administrative variables are ineffective (Ebong, 2005). Of course, supervising is a difficult duty for the librarian because it has to do with dealing with the human resources of the library who must be managed in such a way as to promote full contribution to the library. The personnel have to be directed and given a good working environment in order to make them work harder to achieve the set goals of the library. Bryson (2004) posited that the leadership role in supervising library services involves the day-to-day interaction between the supervisor and the subordinates. The supervisory roles of library administrators may encourage their capacity to coordinate effective human and materials resources of the library in the hospitals for efficient service delivery to the people.

However, with effective administrative, the coordination of activities regarding the units of the services division helps in bringing them together to make a harmonious operation. These interrelatedness of the units in the services division; namely reference, circulation and so on, emphasize that the decision taken at the unit levels are in consonance with the major ones of the services division. Coordinating tasks is important in the library because the entire administrative practices work together for the ultimate achievement of set objectives. Evans (2002) noted that the function of coordinating activities involve more than one department and is helpful in training management or supervisory personnel for effective service delivery. Medical library services in application of administrative coordination may have its primary role of coordinating work between technical services and reader services, or between acquisition and cataloguing for the smooth running of the library in the hospitals. The administrative coordination is capable of helping to exert administrative controls regarding human and material resources of the hospitals.

Control is the responsibility of management to measure current performance and ensure that it is geared towards the fulfillment of predetermined goals (Edoka, 2000). A good manager should be able to control what he manages. This is to ensure that actions and results are in accordance with standards, objectives and plan. Control keeps the organization on course and can correct undesirable deviations. It helps to ensure that everything is being carried out according to the plan that was adopted, and according to orders given, as well as being in line with the principles laid down. It points out mistakes and rectifies them in perspectives. The medical library services in the University teaching hospitals that support quality supervision,

coordination and control are capable of helping the medical activities effectively and functionally to the benefit of patients.

The greatest among the basic needs for effective teaching are information-based and the best way to accomplish these goals is to have effective medical library administration that can provide access-ready services for accurate information. Gavgami and Shokraneh, (2011) consented to medical libraries always coming up with timely and qualitatively filtered information to give overwhelming care to information users on different platforms by way of enhancing usages. The authors offered that apart from planning, staffing, organizing and funding as general variables of administration, supervising, co-ordinating and control are peculiar functions for the administration of medical library services in the hospitals. This is because supervising, coordinating and control may have much concern with the human and material resource activities that could help to attain high productivity in the hospital library.

LITERATURE REVIEW

Medical library in general provides open attractive collection for use within and outside the library with enough copies of materials to support reading, a simple card catalogue, seats for users, reference service consisting mostly of finding materials and giving assistance on their use. Ifidon, (2003) stated that the provision of these services and others, can constitute the medium of library services. Modern libraries anticipate the expectations of their users and provide the resources and services to meet these needs. Such services have been conceptually presented by Akinbode, (2002) and Edoaka, (2002) as follows: opening hours, readers services, reference and information services, serial, security services, computer and e-mail services and photocopying services, circulation services, user education. It is also stipulated that the medical library shall be opened for a minimum of twelve hours per day.

However, Kumar (2001) identified two types of library administration that seem to be emerging: the administration that deals with certain kinds of library activity, such as board relations, personnel and budgeting: and the one that deals with certain levels of activity, such as planning, organizing, and coordinating of libraries and information centres. The use of the concept of central administration has certain advantages as well as disadvantages in the provision of effective library services in medical libraries. Gorman (2010) noted that single minded devotion to the objectives of the organization through effective administration helps to achieve great records. It involves the thought of a central pooling of information and data that do not only help in analysis, but in the evaluation of the benefits of the platform to the organization rather than the department. Hence, administrative variables (supervising, coordinating and control) may influence the provision of library services for effective medical service delivery among University teaching hospitals in South-South region of Nigeria.

The administrative functions of the hospitals require the ability of the librarian to supervise the operational workers in order to ensure effectiveness in the service delivery of the libraries. Perhaps, supervision involves that continuous task of making decisions, giving orders and providing leadership, operating at close range by actually overseeing, controlling and dealing with situations on the spot as they arise. Aina (2004) acknowledged supervisory functions to include the day to day running of the group. This entails that a certain amount of attention is required of library operations towards achieving the objectives for which the library was established. Thus, effective supervision requires the librarian to have the ability to see not just the individual units of the library as they work, but the library set up and capacity to take decisions on issues, as an effective leader who is fair in dealing with one's workers may likely

succeed easily with library objectives. Udensi (2002) observed that supervision work in medical library starts with the librarian who is willing to delegate authority in order to command respect and loyalty. The library officers as supervisors are responsible for overseeing the work and coordinating the activities of staff using their technical knowledge for the smooth running of the library.

Coordination is part of management process that strives for inter-relation of all parts of the operation in an organization (Sadler, 2002). The success of an organization starts when people combine efforts for any purpose. If no attempt is made to coordinate these efforts, little will be accomplished. Umenwa Amaoge and Nnamdi (2016) stated that coordination is an act of integrating the contributions of workers, materials and other resources into an appropriate relationship so as to achieve organizational goals. From the definitions above, it could be deduced that coordinating is also related to supervising or controlling, and all make up the activities of administration. In medical library administration where the activity of every librarian is contingent upon those of other members of staff of the department, and the University as whole, appropriate mechanisms of coordination must be devised.

According to Koontz (1980), control in administration consists of verifying whether everything occurs in conformity with the plans adopted, instructions issued and principles established. In other words, control as a function of administration ensures that there is effective and efficient utilization of organizational resources so as to achieve the planned goals. It is noted that controlling measures the deviation of actual performance from the standard performance, discovers the causes of such deviations, and helps in taking corrective actions especially in the library setting (Edoka, 2000; Gwang, 2011). Oluchi, Eze, Eze and Asogwa (2017) contended that controlling is a systematic exercise which is resolved as a process of checking actual performance against the standards or plans with a view to ensuring adequate progress and also recording such experiences gained as a contribution to possible future needs.

It is observed that library managers perhaps, are not curious in reading in order to promote their competencies in the enterprise of library management. This behavioural laxity does not allow them to exhibit the needed administrative control which tends to adversely affect the effectiveness of the library operations in the hospitals. However, controlling has two basic purposes. It facilitates co-ordination, and helps in planning. Merchant (2012) implored that, aside from these two main concepts, controlling functions of administration can be a critical determinant of organizational success, when it is efficiently handled. Usoro (2005) carried out a study on the influence of management variables on availability of information sources in four federal university libraries in the south-south zone of Nigeria and the result indicated that management control exerts influence on the availability of information sources in the libraries.

STATEMENT OF THE PROBLEM

The administration of libraries in University teaching hospitals in the south-south of Nigeria is poor. It is noted that library services are not considered as facilitating the effective utilization of expected amenities in the hospitals, and therefore are not reliable. Common observations in the hospital libraries in the south-south of Nigeria indicate that there are no adequate collections. There are inconsistencies in the opening and closing of the libraries. There is a lack of seating and table provisions. The libraries are operating without provisions for photocopying services that would ease the making of copies of needed pages of materials. It is always burdensome on the parts of medical students, doctors, medical researchers, health professionals and hospital information specialists as well as other users for interpersonal

transactions including borrowing. However, this negligence is traceable to ineffective administrative variables of supervising, coordinating and control that directly hinder effective library services in the hospitals. Hence, this has instigated the researchers to verify the influence of administrative variables on the provision of library services in the University hospitals of South-South Nigeria.

The specific objectives of this study sought to:

- 1) Examine the influence of administrative supervision on library services in the University teaching hospitals of South-South Nigeria.
- 2) Examine the influence of administrative coordination on library services in the University teaching hospitals of South-South Nigeria.
- 3) Determine the influence of administrative control on library services in the University teaching hospitals of South-South Nigeria.

Research Questions

The following research questions were postulated:

- 1) What is the influence of administrative supervision on library services in the University teaching hospitals of South-South Nigeria?
- 2) What is the influence of administrative coordination on library services in the University teaching hospitals of South-South Nigeria?
- 3) What is the influence of administrative control on library services in the University teaching hospitals of South-South Nigeria?

Null Hypotheses

The following null hypotheses were formulated and tested at .05 level of significance:

- 1) There is no significant influence of administrative supervision on library services in the University teaching hospitals of South-South Nigeria.
- 2) There is no significant influence of administrative coordination on library services in the University teaching hospitals of South-South Nigeria.
- 3) There is no significant influence of administrative control on library services in the University teaching hospitals of South-South Nigeria.

Method

The study adopted an ex-post facto research design. The design was considered suitable because the variables under study are assumed to have occurred and could not be manipulated in the process of the study. Marilyn and Goes (2011) stated that this is considered appropriate for the study because the subjects are already assigned to or classified into various levels of the variables whose effects are being investigated and cannot be altered. The study was conducted in the South-South of Nigeria. South-South of Nigeria occupies the southern belt of Nigeria and was created during the regime of President Ibrahim Babangida. It comprises six states namely Cross-River, Akwa Ibom, Rivers, Bayelsa, Delta and Edo States. It is located between latitude 4° and 6° north of the equator and Longitude 6° and 8° east of the prime Meridian with a landmass area of 84,547sqkm with population approximately 31 million people of more than 40 ethnic groups, speaking 250 different dialects and sub-divided into one hundred and forty (140) local government areas (National Population Census, 2006). The population for this study consists of all the 504 library personnel (71 librarians, 210 library officers, 223 library assistants)

respectively in the four teaching hospitals (the field work by Ezeibe, 2019). A sample size of 403 library personnel representing 80 per cent of the target population was used.

The census sampling technique was used to select the four teaching hospitals in the area. The research instrument was designed by the research, titled “*Administrative Variables and Library Services Questionnaire* (AVLISQ) derived from the findings of the reviewed literature related to the study. The instrument had three sections, A, B and C. Section A obtained bio-data of the respondents, Section B elicited data from the variables of administrative variables, while Section C consisted items on library services. The instrument was structured based on a four point rating scale, with the weight of 4-1, representing Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). The face validity of the instrument was ascertained by 2 experts in Library and Information Science, while 1 expert was from Educational Measurement and Evaluation, all in the Faculty of Education, University of Uyo, Uyo. The instrument was subjected to internal consistency test with the Cronbach Alpha statistics that generated 0.86 coefficients, through a trial test on 30 library personnel. This study used mean and standard deviation of item by item score to answer the Research Questions, while f-value of ANOVA was used to test the Null Hypotheses at 0.05 levels of significance. The bases for the decision of the research questions conclusion using the midpoint of 2.5, as any item with a mean value of 2.5 and above, indicates that the respondents have agreed on influence while those with a mean score less than 2.5, showing that the respondents disagreed on influence.

Results

The result of data analyses of this study are presented in tables 1 to 9.

Research Question 1

What is the influence of administrative supervision on library services in the University teaching hospitals of South-South Nigeria?

Table 1: Mean and standard deviation of the respondents on the influence of administrative supervision on library services in the University teaching hospitals n = 403

S/N	Item	Mean	SD	Remarks
1.	Staff show responsibility in providing users services	2.55	0.82	Agreed
2.	Staff supervise users services	2.53	1.03	Agreed
3.	Staff do not have patience to listen to library users when providing services	2.45	0.82	Disagreed
4.	Staff always attend to users requiring information services	2.57	0.72	Agreed
5	Staff are apathetic towards providing users services	2.87	0.66	Agreed
	Cluster Mean	2.59		Agreed

Source: Field survey data from the respondents, 2016.

Table 1 shows that the mean responses of the library staff regarding the influence of administrative supervision on library services in the University teaching hospitals of South-South Nigeria is agreed. As in table 1, the mean scores of the respondents are as follows: item 1 (Mean = 2.55), item 1 (Mean = 2.53), item 4 (Mean = 2.57) and item 5 (Mean = 2.87), except item 3 (Mean 2.45) that the respondents disagreed. However, the cluster mean = 2.59, which is above the boundary. The research question is answered that the respondents have agreed that there is influence of administration supervision on library services in the University teaching hospitals of south-south Nigeria.

Research Question 2

What is the influence of administrative coordination on library services in the University teaching hospitals of South-South Nigeria?

Table 2: Mean and standard deviation of the respondents on the influence of administrative coordination on library services in the University Teaching Hospitals n = 403

S/N	Item	Mean	SD	Remarks
1.	Cordial relationship among staff in medical Library	2.60	0.71	Agreed
2.	Promote cooperation among various units	2.43	0.82	Disagreed
3.	Inputs are collected from various units of medical Library	2.63	0.77	Agreed
4.	Decision are taken at various level of administration in medical Library	2.64	0.51	Agreed
5	Co-operative efforts among units for the provision of users services	2.65	0.68	Agreed
Cluster Mean		2.59		Agreed

Source: Field survey data from the respondents, 2016.

Table 2 shows that the mean responses of the library staff regarding the influence of administrative coordination on library services in University Teaching Hospitals of South-South Nigeria are in agreement. As in table 2, the mean scores of the respondents are as follows: item 1 (Mean = 2.60), item 3 (Mean 2.63), item 4 (Mean = 2.64), item 5 (Mean = 2.65), except item 2 (Mean 2.43) that the respondents disagreed. However, the cluster mean is 2.59 and it is above the boundary. The research question is answered as the respondents have agreed that there is influence of administration coordination on library services in the University teaching hospitals of south-south Nigeria.

Research Question 3

What is the influence of administrative control on library services in the University teaching hospitals of South-South Nigeria?

Table 3: Mean and standard deviation of the respondents on the influence of administrative control on library services in the University Teaching Hospitals n = 403

S/N	Item	Mean	SD	Remarks
1.	Medical Library have cordial relationships between Librarians and their subordinates	2.42	0.72	Disagreed
2.	There exists co-operative efforts among services units	2.62	0.82	Agreed
3.	Appropriate information sharing among services units	2.56	1.02	Agreed
4.	In medical Libraries, inputs from various service units are sent to the medical Librarians	2.47	0.59	Disagreed
5	Decisions taken in the medical Library are in harmony with the objectives of the organization	2.77	0.92	Agreed
Cluster Mean		2.57	0.81	Agreed

Source: Field survey data from the respondents, 2016.

Table 3 shows that the mean responses of the library staff regarding the influence of administrative control on library services in University Teaching Hospitals of South-South Nigeria are agreed. As in table 2, the mean scores of the respondents are as follows: item 2 (Mean = 2.62), item 3 (Mean 2.56), item 5 (Mean = 2.77), except item 1 (Mean 2.43) and item 4

(Mean = 2.47) that the respondents are disagreed. However, the cluster mean is 2.57 and it is above the boundary. Hence, the research question is answered as the respondents have agreed that there is influence of administrative control on library services in the University teaching hospitals of south-south Nigeria.

Testing of Null Hypotheses

Hypothesis 1

There is no significant influence of administrative supervision on library services in the University Teaching Hospitals of South-South Nigeria.

Table 4: ANOVA Statistics test of Influence of administrative supervision on the provision of library services in the University Teaching Hospitals n = 403

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	263.016	2	168.115		
Within Groups	235.412	403	08.910	10.065	.000
Total	498.428	400			

**Significant, $f(2, 400) = 10.06, p < .05, 2$ -tailed.

Table 4 indicates statistical significant influence, $f(2, 400) = 10.06, p < .05, 2$ -tailed. This result implies that there is statistical significant influence of administrative supervision on library services in the University Teaching Hospitals of South-South Nigeria. The hypothesis is rejected. The Scheffe Post-Hoc comparison is shown in Table 5.

Table 5: Scheffe Post-Hoc Multiple Comparisons of library attendant, library officers and librarian interaction effect on the provision of library services

(I) Library Personnel	(J) Library administrative supervision	Mean Difference (I-J)	Std. Error	p-value
Library attendant	Lib officer	-3.75*	0.16	.000
	Librarian	-7.50*	0.15	.000
Library officer	Lib attendant	-3.75*	0.16	.000
	Librarian	-4.81*	0.17	.000
Librarian	Library attendant	7.50*	0.15	.000
	Library officers	4.81	0.17	.000

*The mean difference is significant at the 0.05 level.

The result in Table 5 shows statistical significant difference between the mean of each groups of respondents at .05 level of significant, two tailed test. The result also shows that each group in the test exerts influence on library services in the study area independently and differently.

Hypothesis 2

There is no significant influence of administrative coordination on library services in the University Teaching Hospitals of South-South Nigeria.

Table 6: ANOVA Statistics test of Influence of administrative coordination on library services in the University Teaching Hospitals n = 403

	Sum of Squares	df	Mean Square	F	p-value
Between Groups	363.217	2	188.145		
Within Groups	255.412	403	13.610	13.01**	.000
Total	618.629	400			

**Significant, $f(2, 400) = 13.01, p < .05$, 2-tailed.

Table 6 indicates statistical significant influence, $f(2, 400) = 13.01, p < .05$, 2-tailed. This result implies that there is statistical significant influence of administrative coordination on library services in the University Teaching Hospitals of South-South Nigeria. The hypothesis is rejected. The Scheffe Post-Hoc comparison is shown in Table 7.

Table 7: Scheffe Post-Hoc Multiple Comparisons of how library attendants, library officers and librarian interaction affect administrative coordination of library services

(I) Library Personnel	(J) Library administrative coordination	Mean Difference (I-J)	Std. Error	p-value
Library attendant	Lib officer	-4.65*	0.15	.000
	Librarian	-7.70*	0.17	.000
Library officer	Lib attendant	-4.65*	0.15	.000
	Librarian	-5.66*	0.16	.000
Librarian	Library attendant	7.70*	0.17	.000
	Library officers	5.66	0.16	.000

*The mean difference is significant at the 0.05 level.

The result in Table 7 shows statistical significant difference between the mean of each group of respondents at .05 level of significant, two tailed test. The result also shows that each group in the test exerts influence on library services in the study area independently and differently.

Hypothesis 3

There is no significant influence of administrative control on library services in the University Teaching Hospitals of South-South Nigeria.

Table 8: ANOVA Statistics test of Influence of administrative control on library services in the University Teaching Hospitals n = 403

	Sum of Squares	df	Mean Square	f	p-value
Between Groups	2776.076	2	2168.033		
Within Groups	2558.572	403	238.610	18.025	.000
Total	5334.648	400			

**Significant, $f(2, 400) = 18.03, p < .05$, 2-tailed.

Table 4 indicates statistical significant influence, $f(2, 400) = 18.03, p < .05$, 2-tailed. This result implies that there is statistical significant influence of administrative control on library services in the University Teaching Hospitals of South-South Nigeria. The hypothesis is rejected. The Scheffe Post-Hoc comparison is shown in Table 9.

Table 9: Scheffe Post-Hoc Multiple Comparisons of library attendant, library officers and librarian interaction effect of administrative control on library services

(I) Library Personnel	(J) Library administrative control	Mean Difference (I-J)	Std. Error	p-value
Library attendant	Lib officer	-3.78*	0.18	.000
	Librarian	-8.50*	0.17	.000
Library officer	Lib attendant	-3.78*	0.18	.000
	Librarian	-4.71*	0.18	.000
Librarian	Library attendant	8.50*	0.17	.000
	Library officers	4.71	0.18	.000

*The mean difference is significant at the 0.05 level.

The result in Table 9 shows statistical significant differences between the mean of each group of respondents at .05 level of significant, two tailed test. The result also shows that each group in the test exerts influence on library services in the study area independently and differently.

DISCUSSION ON THE FINDINGS

The findings from this study indicated the influence of administrative supervision on library services in the University Teaching Hospitals in south-south Nigeria and the test of hypothesis was significant as well as a Post-Hoc comparison test of differences between the mean. The post-hoc test displayed that the mean values for the three administrative groups of library supervisors shows that as the responses increase (from library attendants to library officers to librarian), so did library services become difficult with regards to supervising the administrative officers in the University Teaching Hospitals of South-South Nigeria. This finding is corroborated with what was reported by Aina (2004), who claimed supervisory functions of libraries to include the day to day running of the group. In medical library, supervisory functions involve the need to master the art of delegation, passing on the minor tasks to colleagues, thus providing more time to plan and control the work effectively.

The findings on this study also indicated the influence of administrative coordination on library services in the University Teaching Hospitals in south-south Nigeria and the test of hypothesis was significant as well as a Post-Hoc comparison test of differences between the mean. The post-hoc test indicated that the mean values for the three administrative groups of library workers shows that the responses increases (from library attendants to library officers to librarian), and so did library services become difficult with regards to the function of coordination in the University Teaching Hospitals of South-South Nigeria. However, the findings of this study are in support of the findings of Evans (2002) who revealed administrative coordination as a function of coordinating activities that involves more than one department and is helpful in training management or supervisory personnel. It is suggesting that medical library services in application of this variable may have its primary role of coordinating work between technical services and reader services, or between acquisition and cataloguing for effective services delivery in the library.

Again, the findings on this study also indicated the influence of administrative control on library services in the University Teaching Hospitals in south-south Nigeria and the test of hypothesis was significant as well as a Post-Hoc comparison test of differences between the

mean. The post-hoc test also indicated that the mean values for the three administrative groups of library workers shows that as the responses increase (from library attendants to library officers to librarian), so did library services became complicated regarding the coordination function in the University Teaching Hospitals of South-South Nigeria. However, the findings on this study are in support of the findings of Edoka (2000) who established that a good manager should be able to control what he manages. Control keeps the organization on course and corrects undesirable deviations. It is postulated to ensure that everything is being carried out according to the plan adopted and according to orders given, as well in line with the principles laid down. Hence the administrative control is pertinent in the library.

CONCLUSION

Based on the findings of this study, it is concluded that the proper manipulations of administrative supervision, coordination and control could bestow effective library services in the University Teaching Hospitals in South-South Nigeria. It is further concluded that effective use of these variables could provide qualitative workers-patients' information to all health care givers (doctors, nurses, clinical psychologists, social workers, medical students and researchers) and receivers (patients). Thus, with administrative supervision, coordination and control as administrative variables, library services would be successful as well as increasing the productivity of the University teaching hospitals in the study area.

RECOMMENDATION

It is recommended that university teaching hospitals' management should insist on librarians' proper application of administrative variables in order to meet up with the information needs of doctors, nurses, pharmacists, medical laboratory scientists and other para-medicals towards achieving the goals and objectives of the medical services in South-South of Nigeria. Management should also endeavour to put into effect the office of the Librarian as Head of administration in the library, to make effective use of administrative variables such as supervision, coordination and control towards creating a realistic synergy between service providers (workers) and the beneficiary or the receivers of the library services for higher productivity in the hospitals in the study area.

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