



Information Management Requisites for Organizational Transformation in Nigerian Public Libraries

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Abstract

Public libraries play a critical role in supporting education, lifelong learning, and socio-economic development in Nigeria. However, rapid technological changes and the increasing user expectations have necessitated organizational transformation within these libraries. In Nigeria, public libraries face increasing pressure to modernize their operations, enhance service delivery, and meet the evolving information needs of diverse user populations. This paper examines the information management requisites necessary for effective organizational transformation in Nigerian public libraries. Key requisites discussed include strategic information management policies, robust ICT infrastructure, skilled human capital, information governance frameworks, resource content management through catalogues and indexes, user centered services, sustainable funding, and continuous monitoring and evaluation. The study outlines research objectives, questions, and hypotheses to guide empirical investigations in Nigerian public library settings. Findings from the study suggest that effective information management significantly enhances operational efficiency, service innovation, and user satisfaction in public libraries. The study argues that effective information management is central to improving service delivery, enhancing operational efficiency, and repositioning Nigerian public libraries as dynamic knowledge and community development centers. The paper contributes to public sector and library management discourse by highlighting context specific strategies for strengthening information management practices in Nigerian public libraries to achieve sustainable organizational information

Keywords: Information management, organizational transformation, public libraries, ICT, Nigeria.

1.1 Introduction

Public libraries are vital institutions for information access, literacy development, and community empowerment. Effective information (IM) is central to this organizational transformation, as it ensures that information resources, systems, and people are aligned with evolving service delivery goals. Public libraries should develop a clear information management strategy that can align with their transformation objectives by defining digital service priorities (e-libraries, online databases, community portals). Aligning information systems with institutional goals such as literacy, lifelong learning, digital inclusion, and integrating IM plans into broader library development policies, ensures that information resources directly support organizational transformation rather than operating in isolation. Modern public libraries require robust and scalable digital infrastructure, with integrated library management systems (ILMS), digital repositories and institutional archives, cloud based storage for accessibility and scalability with a reliable internet connectivity and network security to seamless access, storage, and retrieval of information resources for both staff and users. In Nigeria, public libraries are expected to support national development goals by providing equitable access to information resources (Aina, 2014).

Libraries should manage not only published materials but also local knowledge and digital content, such as community histories and cultural heritage materials, open educational resources (OERs). Institutional knowledge and internal documentations are relevance to position public libraries as custodians of both global and local knowledge. Internationally, public libraries offer information and communication technology (ICT) through the internet and other services, creating room for essay accessibility to information and knowledge (Haavisto, 2006). Different countries and different part of a nation or world would have their own management requirements, general services offered include free connection to the internet, training in using the internet, and relevant content in appropriate formats. Clear governance structures are needed to regulate information access and usage, with copyright and licensing compliance on data privacy and intellectual property protection and ethical use of digital information that could build public trust and ensures compliance with legal and ethical standards. The user centered behavior is crucial, where organizational transformation requires a shift toward user driven service designs with a need for assessment and user feedback mechanisms, accessible information formats for diverse user groups with digital literacy and information literacy programs that enhances relevance, and user satisfaction. Library staff possessing modern information management competencies is crucial on digital data management skills, information literacy instruction capabilities, ICT and systems management skills, with change management and innovation mindset, as human resource capabilities to a sustainable transformation. Human and information resources are crucial but acquiring proper management for its financial and infrastructural resources for effective utilization to meet a fulfill purpose on service delivery (Gwang, 2010). Most studies revealed that a proper management of financial resources is a sine qua non for libraries where the budgeting itself to meet up with emerging challenges associated with the needed number of books and a serial production of information (Gwang, 2010). A well-planned budget is enhanced by and efficient process of implementation and alignment of processes. This implies a proper managed library budget could prevent loop holes that could have led to have given rise to confused financial records and lack of accountability. A clear and continually updated records of income and expenditure provide essential financial guides for the library (Penan & Danton, 1987; Jin-Chuan Ma, 1998; Cohen, 1979). Information management transformation depends largely on the management support leadership commitment to innovation, and staff participation in IM reforms, communication strategies to reduce resistance to change that could ensure smooth adoption of new systems and practices. However, many Nigerian public libraries continue to face challenges related to inadequate infrastructure, limited funding, and inefficient information management

practices. Access to computers and the internet is now nearly as important to library patrons as access to books (Kaufman, 2013). A significant service provided by public libraries is assisting people with e-government access and use of federal, state and local government information, forms and services.

Organizational transformation in public libraries involves fundamental changes in structures, processes, technologies, and service delivery models. Proper management of information resources enables the library to perform efficiently. Information management serves as the backbone of organizational transformation, as libraries are information centered organizations. This paper therefore explores the information management requisites necessary for achieving organizational transformation in Nigerian public libraries.

1.2 Statement of the problem

Public libraries in Nigeria are expected to play a strategic role in supporting education, lifelong learning, research, and socio-economic development in an increasingly digital and knowledge driven society. However, many Nigerian public libraries continue to operate within traditional administrative and service delivery frameworks that are inadequately aligned with contemporary information management practices. These challenges hinder efficient decision making, innovation, and the ability of libraries to respond to environmental changes and emerging information needs.

Furthermore, organizational transformation efforts in Nigerian public libraries are often constrained by poor funding, weak management support, and resistance to change among staff, and limited professional development opportunities in information management. As a result, libraries struggle to transition from conventional, print based operations to dynamic, user centered, and technology enabled organizations. Public library financing is done by non-governmental organizations (NGOs) and business fund services that assist public libraries in combating the digital divide (Bill & Melinda, 2009). The lack of empirical evidence on the specific information management requisites that facilitate successful organizational transformation in Nigerian public libraries further compounds the problem, leaving policymakers and library administrators without clear guidance for strategic interventions.

Consequently, there is a critical need to systematically examine the information management requisites necessary for organizational transformation in Nigerian public libraries. Addressing this problem is essential for repositioning public libraries as relevant, efficient, and sustainable institutions capable of contributing meaningfully to national development goals in the digital age. The study geared towards the implications of information management policies and standards, human capacity and professional competence, leadership and management support.

The framework suggests that effective implementation of information management requisites positively influences organizational transformation outcomes in Nigerian public libraries, while a moderating variable can either enhance or constrain this relationship.

1.2 Literature Review

Public Library

Public library is a library, most often a lending library that is accessible by the general public and is usually funded from public sources, such as taxes, and is mainly operated by librarians and library paraprofessionals, who are also civil servants. Public libraries are open to all who wish to access the library collection, and do not charge money for access to the library collection (Rubin,

2010). As part of the profession's ethical commitment that no one should be denied information access because he or she cannot afford the cost of books, or have access to the internet or information in any of its various formats. Many public libraries offer training and support to computer users once access has been achieved, there remains a large gap in peoples' online abilities and skills. Part of the public library mission is attempting to help bridge the digital divide, as more books, information resources, and government services are being provided online such as e-commerce and e-government. About two-thirds of libraries now provide access to e-books and digital or digitalized periodicals as well as printed books (Hoffman et al., 2012). As of 2012, most public libraries offer free wireless internet services to their patrons, offer e-books for borrowing, and also offer formal or informal technology training (Hoffman et al., 2012).

Information management and transformation in libraries

Information management in libraries involves the systematic control of information resources, technologies, policies, and human expertise to support organizational goals. Effective information management integrates people, processes, and technologies to enhance decision making and service delivery (Rowley, 2011). In the library context, it includes collection development, information organization, digitization, knowledge sharing, and the deployment of ICT tools to improve access and use. A clear information management policy provides direction for managing information resources effectively. Nigerian public libraries require policies that address information lifecycle management, digital access, records management, and alignment with national information policies (National Library of Nigeria, 2019). Transforming the public libraries depends on the provision of digital resources, service innovation, and improved user engagement. Organizational transformation involves comprehensive and strategic change that significantly alters an organization's operations and culture to improve performance on value creation (Ochogwu, 2011).

Information management policies and standards

Information management policy is the set of all public laws, regulations, and policies that encourage, discourage, or regulate the creation, use, storage, access, and communication and dissemination of information (McClure 1989). The concept encompasses any other decision-making practice with society wide constitutive efforts that involve the flow of information and how it is being managed (Braman 2011). Information management policy refers to the laws and policies that deal with the stages information goes through with its creation, through its collection, organization, dissemination, and finally to its destruction Robinson, M. A. (2010). Mason, M. G. (1983). Information policy is the central problem for information societies. As nations make the transition from industrialism to post industrialism, information management issues become increasingly critical. While all societies have been to some extent based on information, information societies are almost wholly dependent on computerized information, management of the computerized information is a central fact, the ability to manipulate and manage information represents a profound departure from the modest human abilities.

The digitization of the cultural content made the cost of the copy decreasing to nearly zero and increased the illegal exchange of files, online, via sharing web site or P2P technologies, or off line (copy of hard disks). As a result, there are many grey areas between what users can and cannot do, and this creates the need for some sort of regulation. Today, this has led to the creation of SOPA (Stop Online Piracy Act). Information management policy will mark the boundaries needed to evaluate certain issues dealing with the creation, processing, exchange, access, and use of information. Also, need for productive use of IT in supporting staff in their use of information and the ability to initiate change to take advantage of changing environments.

Government roles on any policy must be that there needs to be an agent to govern and regulate the management procedures. With information policy in a broader sense, the government has several roles and responsibilities. For instance, providing accurate information, producing and maintaining information that meets the specific needs of the public, protecting the privacy and confidentiality of personal and sensitive information through governance framework is crucial. Information governance framework ensures data quality, accountability, and compliance with legal and ethical standards. Effective governance supports informed decision making and minimizes information related risks within public libraries (Popoola, 2014). Making informed decisions on which information should be disseminated and how to distribute it effectively, among others is imperative (Browne 1997).

Human capacity and professional competence

Competence is the demonstration of personal characteristics at a high level with consistency and minimal difficulty, such as abilities, skills, experiences and behavior towards effective performance of specific tasks. Fayek & Omar (2016) formulated six types of competencies in relation to workplace situations.

Management competencies identified as the specific attributes and capabilities an individual portrays in managing potentials. These competencies are the strategic strength in information management where the behavior for management to be effective can be learned and developed with the proper training and resources Fayek & Omar (2016). According to Zemek (1982) “there is no clear and unique agreement about what makes competency”. Competency has multiple different meanings, and remains one of the most diffuse terms in the management development, and in organizational setting Collin, A, (1989). Competence is made of individual characteristics which are used to affect an organization’s management (Albanese, 1989).

Core competencies are the capabilities and technical expertise unique to the individual, for instance the technologies, strategies and processes used to create a competitive edge in service delivery. If an individual is able to do required tasks at the target level of proficiency, they are considered competent Fayek & Omar (2016). Competence is a collection of behaviors and skills which people are expected to show in their organization (Rankin, 2002). UNIDO (2002) defined competence as knowledge, skills and specifications which can cause a person to act better.

Functional competencies are the job specific competencies that could drive high performance level in a given position. The staff technical and operational nature is crucial e.g., backing up a database is a functional competency. Competency is a series of knowledge, abilities, skills, experiences and behaviors, which leads to effective performance in an individual’s activities (Maaleki, 2018).

Leadership and management support

Library management is solely on organizing, preserving, collecting, circulating, and maintaining the digital resources. It involves managing of staff, training and developing staff, managing funds and the overall function of the library. The main factors affecting information management in public libraries is lack of technical support staff, training and network failure (Alhassan and Macaulay, 2015); Finance is the backbone of any public library, effective management of funds, budgeting, and controlling cost could lead to growth of assets. Due to the limited funds available, most public libraries utilize its budget within the limited resource.

As an information providing center, public libraries need to be more concerned about delivering the right information to the users efficiently. Malik (1944) defines management as the transformation of resources into utility. Effective information management involves describing documents, indexing, and cataloging, classifying and organizing the knowledge resources as databases, archives, maps and other knowledge sources in various formats. The management of

digital resources such as e-books, online databases, and digitized local content is essential for library transformation. Digital preservation strategies ensure long-term access to Nigeria's cultural and intellectual heritage (Ifijeh & Yusuf, 2020). Cataloging is the backbone of managing information resources in the library. Catalog can be compared with the index of a book the catalog provides quick information on where the required book or music CD is located in the library. In the public libraries cataloging is the process of creating metadata that represents the information resources, such as books, movies, sound recordings, articles, documents, and maps, which is done according to their codes that could lead to efficiency in service delivery through easy access to locate and retrieve the required information resources.

Indexing, enable easier access to information resources such as books, journals, articles, and documents. With the increasing technology trends, most times it is indeed very challenging to retrieve the exact required information in the shortest possible time. Continuous monitoring and evaluation enable libraries to assess the effectiveness of information management practices such as service efficiency, system usage, and user satisfaction support continuous improvement. Transforming the library resources, users and the management need to be aware of the way the library needs to hand and manage resource materials to guide information flow with due care.

Information management requisites in public libraries

The directors' ability to establish strategies, policies, and goals is crucial. Library has been a home of knowledge for decades; policies have been formulated many times due to increased volume of physical books and journals that occupy space even when it is moved to the archives, (Moses, et al., 2021). Knowledge is sometimes kept away in the name of archives where there is no easy access to the resources. Storage of these books is often done in bad shape (Agyekum & Ossom, 2015).

Efficient management strategies can always align these short falls to streamline storage arrangements facilities. The management ensuring a smooth running of facilities by housing keeping, and maintaining ground, electrical gadgets and plumbing is crucial. The emergence of technology has led to the proliferation of electronically available information resources. The CD ROM database, electronic mails, Online Public Access (OPAC), and internet browsing are some facilities that have transformed information management in the libraries. The internet which is prominent in this source has made possible access to electronic books and journals in various databases (Agyekum & Ossom, 2015).

Ability to acquire catalogues, manages and preserves important records, set serial numbers or barcodes, handles the rare or fragile information resources with due care. It is of note that librarians must be highly creative and imaginative to make information processes work (Fadeyi, 2025). Essential management strategies need to be put in place by the librarian who understands the roles of libraries and information centers in providing access to information that will sustain development and could likely effect changes as immediate as possible.

The ability to manage with issuing and receiving returned materials, tracks fines and dues by users due to late return or loss of materials. To manage information resource services, like library network, computers, and audiovisual devices update software, the efficient application of these requisites leads to transformation in service delivery efficiency. The overall purpose of information management is to determine how information resources can be harnessed more effectively and efficiently to meet decision and problem solving of professionalism (McClure, 2011). Information management according to White (2000); Savic, (2004) is the process of efficiently and effectively identifying, acquiring, integrating and applying information resources to meet current information needs. Information management is the accurate and complete documentation of policies and the transactions carried out, at controlling and simplifying IT systems and preserving the facilities in use (Umoh, 2016). Information management deals with

the creation of new IT to meet user needs (Unuigbo, 2000). The value of information depends on the degree to which it meets the target audience through proper management (Umoh, 2016).

Theoretical framework

The study based its framework on the Resource Based View (RBV) and Socio Technical Systems Theory. The RBV posits that organizational performance depends on the effective management of valuable, rare, inimitable, and non-substitutable resources (Barney, 1991). In public libraries IT infrastructure, skilled personnel, and digital systems constitute strategic resources that can drive sustainable transformation when properly managed. While the socio technical systems theory emphasizes on the interdependence between technological systems and social structures within organization (Trist, 1981). The theory suggests that successful IT driven transformation in public libraries requires alignment between technology, staff competencies, organizational culture, and management practices.

Socio technical system theory

Socio technical systems theory emphasizes incorporating a human element with technology to improve on customer experience. Library technical services, include collection, development, cataloging, and processing (Edward & Sheila, 2002). The acquisition of books, databases, e-books, and multimedia materials for library activities are crucial. The technical services are the infrastructure that enables the library staff experience on many library services that are performed behind the scene (Reitz, 2021). Socio technical systems incorporate technology and people together, while managing the systems and improving the human experience on technologies. The socio technical theory sees the library organization from the holistic view as the systems theory of Bertalanffy (1950). This process of holistic system is characterized by a high degree of integration between the factors intervening in the process of value creation (Grant et al., 1994). The library's value creation can be expressed as the potentiality of existence, development, and evolution (Vicari, 1992). The value creation is related to both the subsystems, through quality management, information management, and daily research activities. The interdependency contribution of technology and human systems operates and interact within units, as people and technology function together to form a system.

Public libraries are distinct from research libraries, school libraries, academic libraries, and other special libraries. Their mandate is to serve the general public's information needs, also provide a quiet study and learning environment for students and professionals and foster the formation of book clubs. The socio technical principles were developed to respond to and manage complex situations, by adapting to environmental contingencies. As the library structure is favored by socio technical theory, where the system highly interacts with its external environment, adapting to changing technologies.

Empirical study

Nwabueze & Ntogo-Saghanen (2017), investigated on assessment of information resources of public libraries in Rivers State, Nigeria. The study used a survey research design using questionnaire as the main instrument for data collection. Indications from the finding revealed that public libraries in Rivers State provide adequate information resources for users, awareness of resources provided is low, there is inadequate funding with high cost of information resources are problems faced by public libraries in Rivers State

Gwang, (2010) studied the influence of organization practices on library resources provision in university libraries in north central zone of Nigeria. The ex-post facto research design was used, and data was analyzed using description stabilities and regression analysis. Findings revealed that library resources were provided to a small extent to university libraries in the north central zone, that the organization do not have any significant influence on the provision of libraries resources. This shows that the absence of organizational influence on the provision of library resources in university libraries could hinder the development of the libraries.

A study on information management strategies for Nigerian libraries, which focused on information and communication technology (ICT) as a tool used for resource sharing and exchange for information (Fadeyi, 2007). Librarians must be creative and imaginative, with the ability to form managerial strategies to enhance libraries and information centers in providing easy access to information and likely make efforts to put the libraries up to standards to compete with the new trends of information tools.

The governance, and management of public library services in Nigeria (Salman, et al., 2018). The paper explores the managerial and governance roles on service delivery in the public libraries with a focus on administrators and managers of public libraries in Nigeria. A quantitative approach with interviews to gather data from managerial staff was the method used. Findings revealed that academic qualification, and number of years on work experience hinders service delivery in public libraries. The libraries face inadequate funding, with lack of involvement of stakeholders in the public libraries and inappropriate public library legislation. The study recommends public libraries to come up with specific legislative act to govern the administration and management of public libraries, also to make provision of alternative fund raising to side track on government budgets dependency.

The roles of libraries and librarians in developing, information management and the reading culture in Nigeria (Odunewu & Odeyemi, 2019). The study unveils librarians who hold the key that unlocks the door to edifying, a meaningful information. Questionnaire was the main instrument used to gather data from respondents, which results shows that librarians are better information management experts, if not for such challenges as lack of functional information policies, and inadequate funding, the libraries would have done greater in service delivery. The study recommends the direct budgetary provision to all categories of libraries with enough manpower development among librarians.

A study on libraries and public information management in Nigeria's democratic dispensation (Bitagi & Saka, (2011), the paper explores the roles which libraries could play in the management of information in Nigeria's democratic dispensation. The study adopted the library research method to commune with a brief overview of Nigeria's democratic dispensation. The practical implication of this study is the role of information management of librarians in the furtherance of democratic rules and regulations which is built on well organized and coordinated sources of information in Nigeria.

Discussion

Effective information management is a critical driver of organizational transformation in Nigerian public libraries. Strategic planning ensures alignment between information resource initiatives and library goals, while adequate infrastructure provides the foundation for quality service delivery. Human capacity development remains central, as librarians require digital competencies to manage emerging information resources. These findings align with RBV and socio technical

perspectives, which emphasize the integration of resources, people, and systems for organizational success.

Conclusion

This paper examined information management requisites for organizational transformation in Nigerian public libraries. It established that the need for strategic planning on management policies and standards, adequate resources, skilled personnel, management support systems, change management, and sustainable funding are indispensable for successful transformation. Without effective information management, investment on information resources may fail to yield meaningful improvements in service delivery.

Recommendations

1. Government and library authorities should prioritize strategic planning and governance frameworks.
2. Increased funding should be allocated for information resources and maintenance in public libraries.
3. Continuous training programs should be implemented to enhance human capacity.
4. Change management strategies should be adopted to foster positive attitudes toward technology.

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