

# The Application of Humanistic Management Theories in the Effective Administration of Public University Libraries in Nigeria

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**Abstract** This paper discusses the application of humanistic management theories in the effective administration of public university libraries in Nigeria. The purpose of this paper is to see how humanistic management theories can be applied to the effective administration of the public university libraries in Nigeria. Library serves as a solid foundation that bears all the academic structures (programmes) in the university system. It supports all the curricula as well as teaching and research of the university system. Hence, the paper proceeds along the following spectrum: concept of management as regards to its objectives, functions, goals, and essentiality will be briefly discussed; it goes further to briefly discuss effective administration of university library; then proceeds to highlight various management theories as regards to their strength and weaknesses; each humanistic theory in relation to the effective administration of university library was broadly discussed. In conclusion, the paper postulates some number of factors as the way forward to some problems that would affect the effective application of humanistic management theories in the Nigerian public university libraries.

**Keywords** *Management; Management Theories; Humanistic Theories; Effective University Library; Administration*

## 1. Introduction

Management according to Business Online Dictionary (2016) is the organization and coordination of the activities of a business in order to achieve defined objectives of every establishment. It implies that management is often included as a factor of production along with machines, materials, and money. Every establishment especially the university library has to be adequately managed by capable personnel that could skilfully applied management theories in day to day administration of the library resources in order to achieve its stated objectives. "Library forms an integral part of any institution of higher learning in the human society. Libraries are established in the university system to provide high quality information services in support of teaching, learning and research for faculty members as well as acquisition of knowledge of the students" (Kolajo, 2012, 70). That is, libraries are established to support the curricula of the university system. The author further stressed that library personnel especially librarians occupy a central position in the university system. They are the

managers and custodians of both human and educational resources stocked by the university libraries. The job performance of these library personnel has a bearing on the way they carry out their professional duties.

The purpose of this paper is to apply humanistic management theories to the effective administration of the public university libraries in Nigeria. Hence, authors of this paper focus their discussion on all theories in the humanistic school and show how they could be jointly applied in the effective administration of employees in these university libraries.

Therefore, the paper proceeds along the following spectrum: concept of management as regards to its objectives, functions, goals, and essentiality will be briefly discussed; it will go further to briefly discuss effective administration of university library; then proceed to highlight various management theories as regards to their strength and weaknesses; humanistic theories in relation to the effective administration of university library will be broadly discussed. Then after, the paper will conclude by pointing out some benefits that public university library would gain in applying humanistic theories in its administration process. Also, proffer solutions to some problems that might emanate in the application of the humanistic theories.

## 2. Effective Administration of University Library

Business Dictionary (2016) defined the term effective as the degree to which objectives of an organization are achieved and the extent to which targeted problems are solved. In other words, effective means doing the right thing to achieve the stated goals that are instituted by the administrator of an organization. In Nigeria, there are 81 public universities (National University Commission, 2015). The list comprises of 41 Federal and 40 State owned universities respectively. Each of these universities have a library manned by a University Librarian working together with other professional and non-professional personnel to provide relevant educational resources to support the curricula of the university programmes. In the university library sector, university librarian serves as the administrator of both human and educational resources stocked in the library. He/she is expected to provide an effective administration of these resources. Hence, an administrator is one who (a) directs the activities of other persons and (b) undertakes the responsibility for achieving certain objectives through these human efforts in the organization (Manzoor, 2014).

Moreover, Manzoor (2014) reiterated that successful (effective) administration appears to rest on three basic skills: technical, human and conceptual. These skills are not interrelated but they are necessary tools in developing an effective administrator in the organization especially the university library. While technical skill entails a proficiency in methods, processes, procedures, or techniques. It involves specialized knowledge, analytical ability within that speciality, and facility in the use of the tools and techniques of the specific discipline. Human skill on its own involves an ability to lead and work effectively in a group. The person with highly developed human skill is aware of his own attitudes, assumptions, and beliefs about other individuals and groups; he is able to see the usefulness and limitations of these feelings. He is a person with highly developed emotional intelligence skills to manage human feelings and achieve the targeted goals of the university library. Conceptual skill consists managerial skills critically needed for policy decision-making, involves the ability to see the organization as a whole, recognize how various functions interrelate, and understand how the organization is related to the industry, community, and nation. It extends to visualizing the relationship of the individual business to the industry, the community, and the political, social, and economic forces of the nation as a whole (Katz, 1974; Manzoor, 2014; Ogungbeni, Ogungbo and Yaya, 2013).

However, it is imperative to note that library personnel occupy a central position in the university system as they provide and maintain intellectual resources that help in strengthening academic

programmes in the university system. Hence, they needed to be effectively catered for by the administrators of these institutions of higher learning so as to enhance their optimal level of productivity. Thus, one of the various methods of caring for the library personnel is the application of humanistic management theories in the day-to-day administration of these institutions especially the university libraries.

### 3. Concept of Management

The term management was derived from Latin word "*Manu agere*" which means to lead by hand. Lead by hand means, giving directions (Mahmood, Basharat & Bashir, 2012). Management is the organization of activities of a company through group of people (workers) to reach defined objectives. All organizations rely upon group efforts to achieve goals (Ryan, 2014). Similarly, Hartzell (2006) defined management to involve making the best use of available resources to achieve the stated goals of the organization. Also, management is "the art, or science, of achieving goals through people" (Olum, 2004, 3). It involves looking over a group of workers in an organization – i.e., making sure people do what they are employed to do.

Management simply means the art of using available personnel in the organization by the superior officers (managers) to achieve her goals and objectives. Managers in every organization are, therefore, expected to ensure greater productivity of workers under his/her leadership control. More broadly, management is the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims (Koontz & Weihrich, 1990 in Olum, 2004).

The authors of this paper concur with the view of Kolajo (2012, 70) that "management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous". Management is the process of reaching organizational goals by working with and through people and other organizational resources. It has three characteristics: it is a process or series of continuing and related activities; it involves and concentrates on reaching organizational goals; and it reaches these goals by working with and through people and other organizational resources (<http://managementinnovations.wordpress.com>).

It implies that the major goal of management is to maximize profit and increase productivity in the organization. A well-managed university library usually sees average library personnel as the root source of quality and productivity gains.

Hence, librarians as managers of both human and library resources must create conducive work environment for their workers in order to enhance their productivity as a happy worker is a productive one. This means several things. First, as managers, they are to carry out the managerial functions of planning, organizing, staffing, leading, controlling and motivating. Second, management applies to any kind of organization especially the university library where both human and non-human resources are to be directed towards achieving its statutory goals. Third, management applies to managers at all organizational levels. Fourth, the aim of all managers is the same – to create surplus; that is to make profit, although library generally is not a monetary profit making organization but the effective usage of its collections by readers can be seen as its profit. Finally, managing is concerned with productivity – this implies effectiveness and efficiency. Thus, management is directed towards: problem solving, administration, human resource management, and organizational leadership (Olum, 2004). Hence, management objectives, functions, goals, and essentiality are hereby discussed in turn so as to give more clarity to the conceptual meaning of management.

### 3.1. Management Objectives

As earlier mentioned the basic objective of management of people in any organization is to increase productivity of its personnel and invariably achieve the set visions and missions of the establishment. However, Olum (2004) noted that the specific objectives of any organization especially the university libraries include:

- Ensuring organizational goals and targets are met – with least cost and minimum waste;
- Looking after welfare and safety of every personnel in the organization; and
- Protecting the machinery and resources of the organization, including the human resources.

The above specific management objectives could be applied to any Nigerian university library. Librarians are to ensuring that goals and targets of the university which is providing educational resources to support teaching, learning and research activities. Librarians are to look after health, welfare and safety of every library personnel so as to achieve the greater productivity of its workforce.

### 3.2. Management Functions

Basically management functions entail planning, organizing, staffing and controlling. In this paper other related functions like: motivating and leading shall be highlighted. Each of these managerial functions as applicable to libraries shall be discussed in turn.

**Planning:** Planning involves choosing tasks that must be performed to attain organizational goals, outlining how the tasks must be performed, and indicating when they should be performed. Planning activity focuses on attaining goals (<http://managementinnovations.wordpress.com>). In any organization, effective planning as to the success of the organization's product and services has to be carried out by its management. This implies that in the university library setting, librarian must plan the collection development of the library in accordance to the curricula of the university. These collections must adequately support learning, training and research activities of students, faculty members and various information seekers that visit the library for their information needs.

**Organizing:** Organizing involves assigning the tasks developed in the planning stages, to various individuals or groups within the organization. Organizing is to create a mechanism to put plans into action (<http://managementinnovations.wordpress.com>). Workers within the organization are given work assignments that contribute to the company's goals. For library resources to be effectively utilized by its users there is need for proper assignment of each staff in those areas where they can function efficiently.

**Staffing:** This is also known as human resources function. It involves filling, and keeping filled, the positions in the organization structure (Olum, 2004). It could be generally observed that human resources play a vital role in the implementation and manipulation of other factors of productions to yield the needed result (product). They manipulate and control other resources in the organization to achieve its desired goals and objectives. To this end, qualified personnel are to be engaged in carrying out a desired responsibility in any organization especially the academic libraries in Nigerian public citadel of learning. It could be noted that there are three categories of library personnel, namely: professional librarians, para-professionals (library officers) and supporting staff. These categories of personnel are needed to carry out different functions in every university library.

**Controlling:** According to Olum (2004, 6), coordination (controlling) is "the essence of manager-ship for achieving harmony among individual efforts toward the accomplishment of group goals". It entails constant gathering of information that measures performance; comparing present worker's

performance to pre-established performance norms; and determining the next action plan and modifications for meeting the desired performance parameters in the organization. Thus, controlling is an ongoing process (<http://managementinnovations.wordpress.com>). Each of the managerial functions is hinged on employees' coordination. It could be noted that controlling workforce in the organization is one of the major problems that managers encounter.

**Leading:** This involves “influencing of people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of managing” (Olum, 2004, 4). The author further stressed that “most important problems to managers arise from people (workers) – their desires and attitudes, their behaviour as individuals and in groups”. Thus, providing purposeful leadership to other members of staff in the organization is one of the essential managerial responsibilities.

To this end, librarians are to effectively lead other library personnel to achieve all the set goals of the university library. They are to provide purposeful leadership to other library personnel. This could be done when they show leadership by example; that is, when they actively get involved in the library work so as to boost the morale of industrious library staff and strengthen the hands of slothful workforce.

**Motivating:** Managers should not always be concerned with maximizing profit for the organization without taking into consideration welfare of his/her workforce. It can be pointed out here that the main goal of each management theories is to enhance productivity in the organization. Thus, employee motivation enhances productivity of workers in any organization especially in the public university libraries as a motivated worker is a satisfied worker and a satisfied worker is a happy and productive worker.

It is expedient for every “manager to take initiative in finding out those factors that improve job satisfaction of the subordinates” (Vijayabanu & Swaminathan, 2016, 1638) in order to boost productivity and enhances retention of the experienced workforce in the organization.

### 3.3. Management Goals

The set goals of most organizations are in two-fold: employees' productivity and profitability. “Productivity improvement is about effectively performing the basic managerial and non-managerial activities. It implies effectiveness and efficiency in individual and organizational performance” (Olum, 2004, 6). Library personnel are expected to be productive in order to adequately achieve the set objectives of the library among the university community. This could be made possible when librarians as library managers provide an enabling environment for library staff to effectively thrive.

Besides, profitability is one of the parameters to measure the growth and development of every business. Although library is a social service institution; that is, not direct profit yielding institution. Nonetheless, her resources are carefully selected, acquired, processed, organized and displayed to various library clientele that accessed library collections for their information needs which invariably enhances success of their educational or research activities within and outside the university community. This is profitability.

### 3.4. Management Essentiality

In any organization of either profit yielding or not-for-profit yielding, management is an essential factor. Management through its roles designs and provides the basic direction on the way forward in making organization to realize its stated goals within the university community. Thus, management applies to either small and large profit or non-profit social institutions like the university library. It can

be reiterated here that librarians as library managers carry out managerial functions at different levels. The University Librarians spend more time on planning, budgeting, organizing and controlling than do lower-level librarians who are saddled with the responsibility of leading other library personnel to meet the information needs of various information seekers that visit the library collections. The difference in the amount of time spent on controlling varies only slightly for librarians at various levels

#### 4. Management Theories

The history and evolution of management is as old as the history and creation of man (Buble, 2015) in the Garden of Eden. Management theories can be defined as a collection of ideas which set forth general rules on how to manage a business or organization. Theories are perspectives with which people make sense of their world experiences (Stoner et al., 2003, 31-32). The authors stressed that theory is a systematic grouping of interdependent concepts (mental images of anything formed by generalization from particulars) and principles (are generalizations or hypotheses that are tested for accuracy and appear to be true to reflect or explain reality) that give a framework to, or tie together, a significant area of knowledge.

Therefore, “contemporary theories of management tend to account for and help interpret the rapidly changing nature of today’s organizational environments” (Olum, 2004, 9). It is essential to apply relevant management theories in day to day operations of the organization as bad management theories are capable of having adverse effect on good management practices and affect productivity of workforce in the organization (Ghoshal, 2005). Management theories are majorly classified as:

- Classical management theories
- Neo-classical management theories
- Contemporary management theories

Each of the above listed theories shall be discussed briefly in turn, while that of Neoclassical that encompasses humanistic theories shall be fully discussed and applied to university library administrations.

##### 4.1. Classical Management Theories

Management theories began with Classical theory that encompasses scientific management, administrative management and bureaucratic organization theories began in 15<sup>th</sup> century. According to Robinson (2005), management theorists in this school of thought include: Niccolo Machlavelli (1469-1527), who believed ‘the end justifies the means’; Henri Fayol (1841-1925), he believed in ‘command and control’; Max Weber (1864-1920), Mary Parker Follett (1868-1933), Fedrick Taylor (1856-1915), and Chester Bernard (1886-1961). Fedrick Taylor was fondly regarded as father of scientific management as he popularized the school of thought. These theorists anchored their philosophies on increased productivity of workers in the organization. According to Thenmozhi (2015), Fedrick Taylor rested the scientific theory on four basic principles:

- i. The development of a true science of management so that the best method for performing each task could be determined;
- ii. Scientific selection of workers so that the each worker would be given responsibility for the task for which he or she was best suited;
- iii. The scientific education and development of workers; and
- iv. Intimate friendly cooperation between management and labour.

### **General Features of Classical Management Theory**

- i. Developed standard method for performing each job;
- ii. Selected workers with appropriate abilities for each job;
- iii. Trained workers in standard method, demonstrated the importance of personnel and their training;
- iv. Chain of Command - top level management, middle level management and first (low) level management;
- v. Division of Labour to enhance productivity - complex tasks are broken down into many simple tasks which can be easily performed by workers;
- vi. Supported workers by planning and demonstrated the importance of compensation for performance;
- vii. Delineated the management functions of planning, organizing, commanding, coordinating and controlling; and
- viii. Provided wage incentives to workers for increased output (Villasenor, 2012; Thenmozhi, 2015).

### **Limitations of Scientific Management Theory**

- i. Does not appreciate social context of work and higher needs of workers;
- ii. Does not acknowledge variance among individual;
- iii. Unidirectional downward influence - one way communication. Decisions are made at top level and forwarded to downward for implementation;
- iv. Autocratic leadership style;
- v. Predicted behaviour – workers' behaviours of are predicted like machine;
- vi. Tends to regard workers as uninformed and ignored their ideas (Villasenor, 2012);
- vii. It brings unhealthy rivalry among workers leading to strain relationship among workforce;
- viii. Fear of being laid off among workers due to exhaustion of tasks to perform (Thenmozhi, 2015);
- ix. It affects health of workers as they struggle to work harder, faster and stay longer at work to earn more wages;
- x. Workers' frustration as management always demanding more work to be done;
- xi. It raises cost of production and the market price of end product might not be easily affordable by the general populace; and
- xii. Decline in organization profit and lead to employees rationalization.

Generally, classical management theory that was concerned with increasing the productivity of the organization and the individual worker. Each of its enumerated features can be applied to effective administration of university library. Few of the applications include: library tasks are performed following a developed standard method and no library job is done haphazardly. Also, professional library jobs like cataloguing and classification, abstracting and indexing, selective dissemination of information to mention a few are performed by the professionally trained personnel and not a nonentity. Besides, division of labour is practiced to enhance productivity. In the university library, tasks are performed by different categories of personnel (librarians) and not that the university librarian would be performing the whole functions. In other words, library is divided into various departments like technical, reference services, serials, ICT etc to enhance productivity.

## **4.2. Neo-classical Management Theory**

Neo-classical management theory incorporates the behavioural approach to management. This approach emphasizes improving management through an understanding of psychological make-up of people (Adeyemi, 2016). The theory is humanistic in nature. The term humanistic is an approach to

management theory based on the idea of human needs and human values. Humanistic management theories were developed in the 20th century in reaction to earlier theories of classical management that emphasized productivity and profit above all other concerns (Thompson, 2016). It involves creating multiple levels of workers to improve productivity (Zeiger, 2016). Humanistic theories emphasized understanding human behaviour, needs, and attitudes in the workplace (Villasenor, 2012). Employees are seen not merely as economic assets valued primarily for their productivity but as people with complex needs and a desire for meaningful and varied daily tasks. The author stressed that humanistic theory is broadly divided into the following schools with their emphasis:

- i. Human relations movement - emphasized satisfaction of employees' basic needs as the key to increased worker productivity. For example Hawthorne studies that lasted for ten years.
- ii. Human resources perspective – suggested jobs should be designed to meet higher-level needs by allowing workers to use their full potential. For example Abraham Maslow's hierarchy of needs (1908-1970) who suggested that human needs are in phases and dynamic, as one need is satisfied another one will surface. Also, what satisfies an employee may not necessarily satisfy others. Douglas McGregor (1906-1964), theory X (assumed that people generally dislike work- will avoid it hence, they must be coerced, controlled, directed, or threatened with punishment) & Y (assumed people like work and seek responsibility and committed to it without being forced).
- iii. Behavioural sciences approach. Applies social science in an organizational context. Understands employees' behaviour and interaction in an organizational setting.

Implementing pure humanistic management concepts is difficult due to the complexity of human behaviour and of ethical questions in general, and it has many challenges. In other words, Humanistic management aims to address concerns that go beyond productivity but aims at meeting individual needs of employees in the organization. These theories believe that once employees' needs are fairly met, they would work tirelessly in achieving the stated goals and objectives of the organization.

It can be noted that while classical theories are not too keen about satisfying workers' needs but are majorly concerned with the productivity of workers in the organization, this may be counterproductive as such productivity may not be sustained for an unsatisfied worker is an unproductive worker; humanistic schools in the other hand, see workers satisfaction as a key factor that enhances real productivity of workers in the organization. This implies that a satisfied worker is a happy and productive worker; their productivity would be sustained as they would perform their duties joyfully knowing that their needs would be adequately met by the organization.

#### 4.3. Benefits of Humanistic Management Theory

The university authorities could derive the following benefits if the humanistic theories are inculcate in the administration of the university libraries, these would enhance her rapid growth and development:

- i. Helps authority to understand employees needs and meet such to enhance productivity;
- ii. Enables individual worker to work towards achieving the stated goals and objectives of the organization;
- iii. Has potential to increase employee retention rate and productivity;
- iv. Increase employee productivity as their basic needs are fairly met; and
- v. Helps managers to understand the dynamism of human nature and needs, designing approach to handle individual employee in the organization (Zeigy, 2015).

Nevertheless, the following problems would affect the application of humanistic theories in the effective administration of the university libraries in which the authorities must urgently solved:

- i. Behavioural theorists could be seen as serving some powerful corporate interests, creating an ideology that disregard workers view;
- ii. The issue of workers increase production cannot be sustained as their productivity is directly connected to satisfying their various needs, once there is delay due to some forces beyond the control of the organization, their real commitment to the organization will decline;
- iii. The angle of hierarchy of needs satisfaction which insists that lower-levels needs must be satisfied before proceeding to a higher-level needs seem so rigid and run contrary to the dynamics of change which is a recurrent decimal in human development (Zeiger, 2015); and
- iv. Management is too emotional while striving to meet workers' demands. Labour leaders may capitalize on this to make nefarious demands from the organization.

#### 4.4. Contemporary Management Theory

The contemporary theory encompasses system approach, situational or contingency, chaos and team building theories. The first two of these theories shall be discussed briefly and their major contributions to the effective university administration shall be highlighted:

##### 4.4.1. *The System Approach Theory*

According to Thenmozhi (2015), the system approach to management views the organizations as a unified purposeful system composed of integral parts. The approach gives managers a way of looking at the organization as a whole and as a part of the larger external environment. The author stressed that system theory tells us that the activity of any segment of an organization affects in varying degree the activities of every other segment. Yalokwu (2006) observed that the system approach emphasizes the notion that an organization be seen as a total system which has interrelated parts with a single goal. This implies that the university institution can be regarded as a system that has various segments that are interrelated to meet its set goals. Among these segments of the university is the library that serves as the bedrock of every programme and research efforts in the university system.

The contribution of the system approach theory to library is that library managers (librarians) look at the university system more broadly. It has also enabled librarians to interpret library services along the programmes of the university, see how to acquire and organize relevant educational resources to meet the overall goals of the university. Here, library is regarded as a total system that has interrelated parts (departments) with a single goal - supporting the curricula and research activities of the university.

##### 4.4.2. *Situational or Contingency Theory*

The situation approach according to Thenmozhi (2015), sometimes called contingency approach theory was developed by the managers, consultants and researchers who tried to apply the concepts of the major schools to the real life. Adeyemi (2016) posited that when managers make a decision, they must take into account all aspects of the current situation and act on those aspects that are keys to the situation at hand. In the same vein, Hui and Islam (2012) asserted that the theory is an approach to the study of organizational behaviour in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and functions of organizations.

The contribution of this theory is that it allows librarians to analyse a situation and determine what factors that could influence the decision with which they are concerned to achieve a predetermined goal of the library. The theory also features in library in occasions such as when the request for some library materials are on the high demand by the users, those materials on reserve can be loaned out to such information seekers to meet his/her urgent information needs. At times books that are labelled

'reference collections' could be borrowed for some days or over the weekend. This looks like violation of library regulation but it is warranted by the situation (Adeyemi, 2016). Others in this school include: chaos and team building theories that could be applied for the effective administration of the university library.

## 5. Application of Humanistic Management Theories in the University Library

While applying humanistic theories in the effective administration of the university libraries, the authors of this paper adapt the position of *Humanistic Management Center* cited in Thompson (2016, np), that "management must include three key dimensions to be considered humanistic. The first is a respect for the basic dignity and humanity of employees, customers and anyone else affected by the company's actions. The second is that all business decisions must include thoughtful ethical analysis. The third is that business decisions should be made in dialogue with all those who will be affected by them".

- i. **Human Dignity:** Respect for the inherent dignity of employees is one of the defining characteristics of humanistic management (Thompson, 2016). The University Librarian (UL) should give due respect and recognition to the intellectual acumen of his/her professional colleagues knowing that a tree cannot make a forest. The university library administration should reflect opinion and input of other librarians. In other words, UL should embrace total inclusiveness leadership style. The idea of single handedly running library administration should be jettisoned in this 21<sup>st</sup> century librarianship.
- ii. **Ethical complexities:** Humanistic management theory initially concentrated on the relationship between the company and its employees and between employees and their work (Thompson, 2016). It deals with different human ethical complexities to enhance their productivity in the organization. The operations of libraries especially university libraries are generally bedevilled by some number of complex ethical issues like copyright, accessibility, censorship, intellectual property, information security, use and misuse of information, freedom of information, professional development, fee based library services and privacy/confidentiality. These complex ethical issues are to be thoughtfully analysed, so as to get in-depth knowledge of their damaging effect on the librarianship profession, prevent their destructive expansions and then profile solutions to them. They can be tackled professionally by librarians themselves and/or by the concerned government authorities so as to provide effective library services to various information seekers and to ensure effective administration of the university library.
- iii. **Identifying Stakeholders.** Humanistic management theories include the concept that business decisions should be made in consultation with various stakeholders. A stakeholder is any person or group of people who will be affected by a business decision (Thompson, 2016). Following this assertion of Scott Thompson, the stakeholders of any university library are her esteemed users. These are made up of: students, lecturers, researchers and all other staff of the university community that consult the library collections for their information needs. These set of library users must be carried along during selection, acquisition and organization of the library resources to adequately meet their information needs. Periodically, librarian should carry out users' education in order to serve the academic community to meet their academic goals. Thus, librarians should be users' friendly knowing that he is employed because of users; hence, he/she must be approachable and ready to serve at all time.
- iv. **Creating multiple levels of workers to improve productivity** (Zeiger, 2016). This is simply division of labour. In the university library, tasks are divided along different department and performed by categories of library personnel. There are three categories of library personnel:

professional librarians, para-professional (library officer cadres) and supporting staff (clerks, library assistants, computer operators, secretaries and others that are not librarianship certificated). These personnel are created and developed through in-house and out-house trainings in order to enhance productivity in the library.

- v. **Standard method of operations.** There are different operations that are performed by the library personnel and their operations are guided by some measurements so as to maintain standard in the library operations. It should be noted that university library engages the services of diverse population of workers; likewise serving different categories of users, hence, its services must be adequately guided by some set of rules and regulations so as to ensuring sanity in the system. These should be put in place by the highest management level of the university and it must not entail the personal view of the head librarian.

## 6. Conclusion and Recommendations

It can be observed that no single theory is suitable for effective management of an organization. To determine how best to apply any theory, organizational situations should be evaluated separately to determine which theory to apply. Therefore, in order to solve some of the problems that would emanate while applying the humanistic theories in the administration of the university libraries, the following solutions are proffered as the way forward:

- i. A deep information about individual worker is needed to know appropriate and relevant motivation strategy to apply in order to get the best performance from each library personnel.
- ii. Individual worker must not be treated in isolation, but must be seen as a member of a group bearing in mind the positive result of the group mentality and team work efforts.
- iii. Globalization which has made the world a global village demands that employers should think and apply the synergy of globalization to local conditions for their benefits.
- iv. Strategic and tactical levels of management should be aware of the needs of workers and adequately cater for them so as to sustain systematic growth of the university and her programmes. This would encourage workers to collaborate with the management to achieve its stated goals rather than working against such.
- v. Effective communication between management and labour union leaders in the organization should be encouraged in order to sustain and improve the level of growth in the organization. This makes employees contribute to the formation of policies for the organization.
- vi. It is therefore recommended that a combination of management theories would be ideal as they may help increase workers' productivity and service quality.

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