# A COMPARATIVE STUDY ON THE CHALLENGES AND WAY FORWARD OF HUMAN RESOURCE DEVELOPMENT IN ABIA AND IMO STATES PUBLIC LIBRARY SERVICES

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*ABSTRACT*
*This research is a comparative study on the challenges and way forward of human resource development in Abia and Imo States public library services. The survey method was employed in carrying out the study using a questionnaire, interview, and physical observation. The sample of the population of study was 153, comprising all the management staff at the headquarters including divisional libraries and officers in charge of these libraries under study. Data analysis was done using tables and percentages. The research identified the challenges of human resources development programme which include inadequate funding and equipment, poor management attitude, lack of resource persons, and lack of human resource development unit. The study, therefore, recommends that there should be a resource development unit in public libraries; funds should be provided for resource development programme. On the way forward of human resource development programmes in Abia and Imo States Public Libraries, the study predicts a continuous bleak future, unless the recommendations are implemented by those concerned, in order to make the prospects bright.*

**Keywords:** Human Resources, Human Resource Developments, Public Library Services.

## INTRODUCTION

The achievement of library goals is fundamentally dependent on the effective training of its human resources. Because libraries are so dependent on human resources, staff training becomes a vital part of the process of library personnel management (Onwubiko, 2004). Considering the importance of human as resources like any other resources of an organization like the public library, modern management considers Human Resource Development (HRD) programme as an integral part of the overall management practices of an organization. Human resource development is nothing but a process of helping people to acquire skill, knowledge, and competencies. In an organizational context human resource development is a process by which the employees of an organization are helped in a continuous and planned way to acquire new competencies through a process of planning, performance, feedback, training, periodic review of performance, assessment of the developmental needs and creation of development opportunities through training, job rotation, responsibility definition and such other mechanisms (Ashikuzzaman, 2018).

Ashikuzzaman continued that Human Resource Development (HRD) is the need of the hour for the libraries as they are considered as the heart of the education system. Libraries can

become dynamic and knowledge hub in the true sense only through the efforts and competencies of their human resource. Personal policies can keep the morale and motivation of the people high, but these efforts are not enough to make the organization dynamic and to take in right directions. The knowledge, skills, and abilities of the employees must continuously need to be acquired, sharpened and used to make the organization dynamic and efficient. Therefore, it is very much essential that libraries must reorient their personnel policies with HRD programme as the guiding philosophy.

Public libraries human resources development programmes should typically be of a wide variety of activities that one concerned with informing staff members of the library's policies and procedure and training them in job skills. Gamit (2018) states that human resource development plays a significant role in the chrysalis of the library which includes public libraries and it is amalgamation of management and operative functions. He continued that any organization's success is solely dependent on the influence of human resource development as training of the employee's plays noteworthy role in its effective development. The requirement of skilled and trained staff especially in ICT is imperative for the advancement of the library (public library).

According to Ukwuoma&Akanwa (2008), human resource development as an important aspect of personnel management has to be given a face-lift. It should be planned in such a way that both the organizational needs and individual needs should be achieved. It is important in academic libraries as well as public libraries because no matter how carefully applicants are screened, gaps always exist between what employees know and what they should know.Raseroka (2004) observed that budgetary allocations to libraries are not given the needed constant support from their institution. For human resource development to function effectively this issue must be well addressed.Therefore, this research paper aims at comparing the challenges and way forward of human resource development in Abia and Imo State public library services.

## STATEMENT OF THE PROBLEM

The importance of human resource development in public libraries cannot be overemphasized as it is saddled with the responsibility for the training and development of library staff. Such human resources include top-level managers, executive, supervisors, and other subordinate/ lower level staff/employees. A human resource development ensures that the staff (employee) is trained on the job so as to contribute effectively to the attainment and actualization of organizational goals. Human resources development remains one of the best ways through which a library develops.Furthermore, the public library is seen as a growing organism needs proper organization, management, and development of both itsresources and personnel and if these are put into proper perspectives it will aid the library to achieve its objectives.

However, it has been observed that since most personnel employed in the library including public library do not have the basic professional qualifications; it becomes important that they should be trained in line with the organizational needs. Human resource development has the ultimate purpose of making an employee to be better skilled and to perform maximally in the library(Ukwuoma&Akanwa, 2008).

Human resources development programmes in public libraries are saddled with a myriad of challenges despite the fact that it should be one of the public libraryresponsibilities.There are many public organizations, like the public libraries, which seem to do their best to avoid it. This, they do either out of ignorance and our lack of appreciation of its importance and some avoid it because of economic considerations (Ezema, 2010).

## OBJECTIVES OF THE STUDY
The objectives of the study are to:
1. Determine whether Abia state and Imo state public library services have any human resources development package for the employees.
2. Determine the aims of the human resources development programmes in the libraries studied.
3. Ascertain the types of human resources development programme employed by the libraries studied.
4. Ascertain the impact of the development programmes on the staff of the libraries studied.
5. Determine the factors that militate against the execution of development programmes for staff in the libraries studied.
6. Ascertain the prospects open to the libraries studied with respect to human resources development.
7. Proffer suggestions for a solution to the problems identified.

## RESEARCH QUESTIONS
1. Do Abia and Imo States public library services have any human resources development package for their employees?
2. What are the aims of the human resources development programmes in libraries studied?
3. What are the types of human resources development programme employed by the libraries studied?
4. What is the impact of the development programmes on the staff of the libraries studied?
5. What are the factors that militate against the execution of development programmes for staff in the libraries studied?
6. What prospects are open to the libraries studied with respect to human resources development
7. What are the proffered suggestions for a solution to the problem identified?

## REVIEW OF RELATED LITERATURE
The Concept of Human Resources Development: Smith (2003) defined human resource development as developing the work-related capacity of people – people working as individuals, in teams, and in organizations, arming them with skills, and remunerating them commensurately. He asserted that human resource development is a strategic imperative in management. The assumption is that one is recruited already possessing skills for the job;

consequently one's skills should be continuously sharpened, in that way developing that person so that s/he remains relevant and valuable to the job which s/he will perform well, be commensurately remunerated, and be retained.

Human resource development identifies performance gaps, help individuals achieve short-term and long-term career goals and support succession planning by implementing leadership development programs. Effective HR development programmes provide support for current and future employee development. This ensures organizational effectiveness by ensuring that employees get new employee orientation, performance support to complete tasks successfully and formal education to improve productivity (Duggan, 2019).

Fischer (2015) published the results of a survey she conducted on rural and small-town library management challenges in Public Library Quarterly. She conducted the survey via the internet for a course at Minot State University. Of the total number of 50,000 responses to the survey, 59 percent of the librarians reported that staffing, including the recruiting, hiring, and training of new staff, was their greatest challenge. Although only 25 percent reported that funding was the greatest challenge, 68 percent of the respondents said that their library was underfunded. She concluded that a lack of funding does affect personnel budgets. Since so many librarians felt that a human resource function like staffing was challenging at the same time as their library was underfunded.

The Public Library Association Recruitment of Public Librarians Committee published the results of a survey in 2006 on the subjects of recruiting, retention, and retirement. This survey shows that human-resource-related problems had existed for libraries prior to the 2008 economic recession. The results of this survey found several human resource challenges related to budgetary problems. New graduates had to make certain compromises when accepting a job, such as a lower salary than desired, relocation, accepted part-time jobs or accepted a job without health benefits. While 43 percent of the respondents stated that the libraries hired more part-time employees than full-time, 28 percent reported that the libraries hired staff without a master's degree in library science. A small number of respondents found it difficult to hire high-quality staff, especially children's librarians and foreign-language speakers. The biggest disappointments among these respondents included low wages and compensation, poor supervisors, and bureaucracy. The committee recommended several ways to improve recruiting with paid internships, scholarships for minorities, and job shadowing to promote the career (Public Library Association Recruitment of Public Librarians Committee, 2006).

**Types of human resources development**

The increase in the value and demand for human resources development puts pressure in Nigerian public libraries to maintain and sustain its organizational goals. It is in this light that some Nigerian public libraries offer the following types of training techniques to enhance the development of human resources in public libraries.

On-the-job training, according to Onwubiko (2004) "on-the-job training" is a systematic but gradual way of bringing to the knowledge of a new employee the special knowledge and skill required in the performance of a task". He goes on to assert that it is the training given to an employee on the job for effective performance up to a satisfactory level. He states that "on-the-job training" has a variety of methods of execution which include; coaching, job rotation, training positions, and planned work activities.

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Off-the-job training or Vestibule training, this type of staff training programme is that which takes place outside the actual workforce of the employee but attempts to simulate actual working condition. This type of training can take place in a classroom or in conference room, either at a corporation, a designed learning center or via the internet.Onwubiko (2004) asserted that off-the-job training is so-referred to as vestibule training because of having the singular aim of, and dual purpose of training to obtain the advantages of both off –the –job methods (classroom training) and realistic on-the-job. The in-thing in vestibule training is that the trainee gets a realistic practice in using required machinery and controls, but the training is done off-the-job. As a result of acquiring new and evaluated qualifications, as well as making new contacts and friends, employees exposed to this type of training usually have new hope and frame of mind for the future.

**Challengesfacing Human Resources Development in Libraries**

Human resources development in libraries is beset with a myriad of problem. Most of these problems emanated as a result of the nature of the library itself. There is the misconception of what actually the library does. Is it a place for a collection of books, or a place where people go to read their own texts? The library, we should all know is like other social and manufacturing bureaucratic organizations. As such, there should be, and in fact, there is the proper harnessing of the human, materials, financial and indeed information resources for the cost-effective realization of library stated goals. So one of the processes of harnessing the human resources of the library is through human resources development (HRD), popularly referred to as staff training and development. Unfortunately, this is impeded by some debilitating factors, among which include:

Poor management attitude: Management has always been the main determinant of the success or otherwise of any organization. According to Kowalski (2005), working under bad management can negatively affect a person's productivity" owing to the changes in the field of information technology, libraries and other categories of staff in the library need to be exposed to some new knowledge, techniques, and skills.

Inadequate Funding: The successful implementation of any library programme is tremendously dependent on the availability of fund to the library. Nwokocha (2002) has severally asserted that "inadequate funding is hindering the development of public libraries in Nigeria". It has equally been lamented by Onwubiko and Onu (2002) that "during the era of oil boom the library was the last to be remembered in terms of adequate funding, but ironically in this austere period, it is the first to remember in terms of budgeting outs.

Inadequate equipment: Most often libraries do not have the equipment and tools to execute a result-oriented human resources programme. This makes exercise boring and uninteresting. Lack of objective performance appraisals exercises: Staff appraisal in libraries is earned out based on the personal character of the employees rather than on achievable/ measurable and training needs of the staff. Staff appraisal is usually done to determine the strengths and weaknesses of organizational employees in relation to achievingthe stated goals of that organization. Above all, library staff appraisal is often jaundiced by the subjective, whimsical and capricious judgmental views of the supervisor.

Lack of Human Resources Development (HRD) unit: The library, according to Ranganathan has always been noted as a "growing organism" that should readily adapt to

change due to the dynamics of the society and demands of the client. With these changes, manpower needs of the library change too. And to make these employees cope with these changes, they need to be updated in skills, techniques, and knowledge. This responsibility needs to be carried out by a specialized human resources development unit of the library. With all these above factors, human resource development in public libraries is negatively affected.

**The Way forward of Human Resource Development in Libraries**

Achieving the organizational goal of which public libraries are no exception has been the uppermost desire of every initiative. The human resources development is one of the most essential resources of the library through which these organizational goals could be achieved. Based on the needs of improved skills and competence of the staff, public libraries in Nigeria have embarked on the programme known resource development programme so as to ensure that library employees discharged their duties effectively and efficiently as to achieve the organizational (library's) stated goals and objectives. It is also anchored on the fact that public libraries are faced with future challenges of acquisition, organization, processing, storage, retrieval and dissemination of information to users as to assuage their varied information needs. Tan (2005) maintains that "a committed para-professional with required skills will be able to take on the challenges and excel to the level of expertise in librarianship."

Conclusively, therefore, human resources development in libraries is one that assists employees in attaining a level of performance and a quality of personal and social behavior that meet both their needs and those of the library. This is so because human resources development has become increasingly vital to the success of modern information organization. Rapid changes in information technology and handling requires that library employees possess the knowledge and skills necessary to cope with the new processes and procedures of information gathering and dissemination.

**METHODOLOGY**

The research design adopted is the survey method with a population size of 248 staff members of the two libraries, which comprises the management staff, and all the members of staff at the headquarters of these libraries of study. Also included in the population of the study were the divisional libraries and officers in charge of branch libraries and all those working under them. 142 is from Abia State public library, while 106 is from the Imo State Public library system. The sampling technique adopted was Taro Yamenne's statistical formula for finite population inderiving 153 sample size (Sekaran andBougie, 2013). Questionnaire and interview were used as the instrument for data collection. A total number of 153 copies of the questionnaire were distributed i.e. 77 copies for Abia state library system and 76 copies for Imo state library system. On the collection of the questionnaire, out of 77 copies distributed in Abia, 46(59.7%) copies were validly returned, 12(15.6%) were invalidly returned, 19(21.7%) were not filled. While in Imo, 50(65.8%) copies were validly returned, 15(19.7%) copies were invalidly returned and 11(14.5%) were not filled.

**Table 1: Distribution and return of the questionnaire**

| Distributed | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| No distributed | 77 | 100 | 76 | 100 |
| No validly returned | 46 | 59.6 | 50 | 65.8 |
| No invalidly returned | 12 | 15.6 | 15 | 19.7 |
| No not filled | 19 | 24.7 | 11 | 14.5 |

**Table 2: Gender distribution of respondents**

| Sex | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Male | 32 | 96.6 | 26 | 52 |
| Female | 14 | 30.4 | 24 | 48 |
| **Total** | **46** | **100** | **50** | **48** |

The data collected showed that out of the 46(100%) validly returns achieved in Abia that 32(69.6%) were males while the female stood at 14(30.4%) of the respondents. Imo state out of the 50(100%) valid returns, 26(52%) were male, while the female stood at 24(48%) of the respondents.

**Table 3: Educational qualification of respondents**

| Qualification | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| First school leaving cert. | 12 | 26.1 | 11 | 22 |
| WAEC/NECO/GCE | 10 | 21.7 | 5 | 10 |
| Diploma | 4 | 8.7 | 3 | 6 |
| Bachelor's | 13 | 28.3 | 25 | 50 |
| Master's | 4 | 8.7 | 4 | 8 |
| Doctoral | 3 | 6.5 | 2 | 4 |
| **Total** | **46** | **100** | **50** | **100** |

Table 3 shows that there is no way a group of people could be working in an organization without the prerequisite academic qualification. It is predicated on the fact that the researcher sought to ascertain the academic qualification of the employees of the two library systems under study. Responding to this, in Abia 3(6.5%) of the valid respondents of 46(100%) indicated that they have their Ph.Ds, whereas 4(8.7%) have aMasters degree. Those with Bachelors degree and diploma respectively stood at 13(28.3%) and 4(8.7%). And those with WAEC/NECO/GCE and first school leaving certificates respectively stood at 10(100%) and 12 (26.1%) of the total respondents of 46(100%). In Imo, 2(4%) of the total respondents of 50(100%) indicated Ph.D., 4(8%) indicated master's degree, 25(50%) indicated

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Bachelorsdegree, 3(6%) indicated that they have diploma, whereas 5(10%) and 11(22%) respectively indicated that they have WAEC/NECO/GCE, and first school leaving certificates.

**Table 4: Designation of respondents**

| Designation | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Professionals | 5 | 10.9 | 6 | 12 |
| Library officer | 6 | 13.0 | 4 | 8 |
| Library assistants | 8 | 17.4 | 8 | 16 |
| Library attendants | 10 | 21.7 | 12 | 24 |
| Others | 17 | 37 | 20 | 40 |
| **Total** | **46** | **100** | **50** | **100** |

From table 4, It was also discovered through the data collected, tallied and presented that there are 5(10.9%) full-fledged professionals in the library in Abia of the total valid respondents of 46(100%) the reason for this is that most of them who have their Masters degree have not been to the librarian post, because it is dependent on subject to the existence of vacant positions. There are 6(13%) library officers, whereas 8(17.4%) stood in as library assistants. Those indicated that they are library attendants are 10(21.7%), while other categories of staff such as accounts, personnel, messengers, secretaries, cleaners, gardeners, porters, etc comprise 17(37%).In Imo, there are 6(12%) full-fledged professionals in the library of the total valid respondents of 50(100%). There are 4(8%) library officers, whereas 8(16%) stood in as library assistants, 12(24%) of the respondents indicated library attendants, while other categories of staff such as personnel, accounts, secretaries, gardeners,etc comprise 20(40%).

**Table 5: Year of experience of respondents**

| Experience | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| 5 – 10 years | 7 | 15.2 | 17 | 34 |
| 10 – 15 years | 12 | 26.1 | 10 | 20 |
| 15 – 20 years | 6 | 13 | 5 | 10 |
| 20 – 25 years | 10 | 21.7 | 12 | 24 |
| 25 – 30 years | 8 | 17.4 | 2 | 4 |
| 30 – 35 years | 3 | 6.5 | 4 | 8 |
| **Total** | **46** | **100** | **50** | **100** |

Through the questionnaire as presented in Table 5, the researcher was able to gather information on the year of experience of the staff of both the library systems of which in Abia 3(6.5%) indicated that they have worked for between 30 – 35 years. 8(17.4%) indicated 25 – 30 years. Out of the total respondents of 46(100%), 10(21.7%) and 6(13%) have respectively worked for between 20 – 25 years and 15 – 20 years, while 12(26.1%) indicated 10 – 15 years, 7(15.2%) could boast of having worked for between 5 – 10 years. In Imo, a little difference can

be seen as shown in the table above compared to Abia where 17(34%) indicated 5 – 10 years, 10(20%) indicated 10 – 25 years, 5(10%) indicated 15 – 20 years, 12(24%) and 2(4%) respectively indicated 20 – 25 years and 25 – 30 years, 4(8%) of the respondents are rearing retirement as they indicated 30 – 35 years.

**RESULTS AND DATA ANALYSIS OF THE RESEARCH QUESTIONS**

**Table 6: Human Resources Development Programme Packaged For Employees Of Abia And Imo Public Library System**

| Response | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Yes | 40 | 87 | 45 | 90 |
| No | 6 | 13.0 | 5 | 10 |
| **Total** | **46** | **100** | **50** | **100** |

Do Abia state and Imo state public library services have any human resources development programme package for their employees?

In response to the above question, the data collected and presented in table 6 indicated that 40(87%) of the respondents from Abia state library services indicated there is human resources development programme in the library, while 6(13%) indicated that there is no human resources development programme for the employees of the library. In Imo state public library, out of 50(100%) of the validly returned 45(90%) indicated that there is human resources development programme for their employees, while 5(10%) indicated that there is none.

**Table 7: Types of human resources development programme employed by the libraries studied**

| Respondents | Abia | | Imo | |
|---|---|---|---|---|
| | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Induction/ Orientation | 14 | 30.4 | 20 | 40 |
| In-service training | 23 | 50 | 15 | 30 |
| Seminar training | 21 | 45.7 | 27 | 54 |
| Conference/workshop | 10 | 21.7 | 17 | 34 |
| **No response** | **6** | **13** | **5** | **10** |

Coming to types of development programmes adopted by the libraries, it is believed that they adopt the various types like every other organization. It is based on this that table 7 shows that in Abia, 14(30.4%) of the respondents indicated that induction and orientation are adopted. While 23(50%) and 21(45.7%) respectively indicated that in-service training and seminar training is adopted, 10(21.7%) said that conference/workshop is adopted, but 6(13%) indicated that none of the types adopted.In Imo, 20(40%) of the respondents indicated that the library practice induction and orientation, 15(30%) indicated that in-service training is

practiced, while 27(54%) and 17(34%) respectively indicated that seminar training and conference/workshop are adopted. But only 5(10%) indicated that none is practiced.

**Table 8: Aims of the human resources development programme in Abia state and Imo state library system**

| Response | Abia | | Imo | |
|---|---|---|---|---|
| | Frequency | Percentage | Frequency | Percentage |
| Orientation /induction of new staff | 15 | 32.6 | 17 | 34 |
| Increase efficiency of staff members | 22 | 47.8 | 27 | 54 |
| Preparation for promotion | 11 | 23.9 | 13 | 26 |

What are the aims of the human resources development programme in the library studied?

In response to the above question, the researcher drafted a questionnaire to investigate the aims of human resources development programme in the libraries studied. In Abia, 15(32%) indicated that the aim of human resources development programme is to orientate and induct new staff in the library, whereas 22(47.8%) said that the aim of programme is to increase efficiency of staff members, but 11 (23.9%) of the respondents stood on their ground that the aim is to prepare staff for promotion.In Imo, 17(34%) indicated that the aim of human resources development programme is to orientate and induct new staff in the library, whereas 27(54%) said that the aim of programme is to increase efficiency of staff members, but 13 (26%) of the respondents stood on their ground that the aim is to prepare staff for promotion.

**Table 9: The impact of the development programmes on the staff**

| Response | Abia | | Imo | |
|---|---|---|---|---|
| | Frequency | Percentage | Frequency | Percentage |
| Improve staff productivity | 29 | 63 | 32 | 64 |
| Reduce staff turnover | 9 | 19.6 | 6 | 12 |
| Improve staff attitude to work | 16 | 32.8 | 21 | 42 |
| Create sense of belongingness | 12 | 26.1 | 15 | 30 |

The researchers after questioning the staff of both libraries on the types of human resources development programme employed in these libraries, he further investigated the impact of human resources development on the staff of the libraries studied.Responding to that table 9 indicates that in Abia, 29(63%) said that human resources development programme improves staff productivity, 9(19.6%) said that it reduces staff turnover, 16(34.8%) said that in improves staff attitude to work, whereas 12(26.1%) indicated that it creates sense of belongingness. In Imo, 32(64%) indicated that resources development programme improves staff productivity, 6(12%) indicated that it reduces staff turnover, 21(42%) indicated that it improves staff attitude to work, while 15(30%) maintained that it creates a sense of belongingness.

**Table 10: Factors that militates against the execution of human resources development programme in the libraries studied**

| | Abia | | Imo | |
|---|---|---|---|---|
| **Response** | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Inadequate equipment | 11 | 23.9 | 14 | 28 |
| Inadequate funding | 27 | 58.9 | 10 | 20 |
| Poor management attitude | 9 | 19.6 | 10 | 20 |
| Lack of resource personnel | 11 | 23.9 | 13 | 26 |

The respondents were asked to indicate from the list of options provided those factors that militate against the execution of human resources development in Abia and Imo state public library systems. Table 10 shows that in Abia, 11(23.9%) said that the factor militating against the execution of human resources development could be blamed on inadequate equipment, 27(58.9%) blamed it on inadequate funding, 9(19.6%) blamed it on poor management attitude, whereas 11923.9%) blamed it on lack of resource persons.In Imo, 14(28%) respondents blamed it on inadequate equipment, 36(72%) blamed it on inadequate funding, 10(20%) blamed it on poor management attitude, whereas 13(26%) out the blame on lack of resource persons.

**Table 11: Prospects opened to the libraries studied with respect to human resources development**

| | Abia | | Imo | |
|---|---|---|---|---|
| **Response** | **Frequency** | **Percentage** | **Frequency** | **Percentage** |
| Adequate funding | 30 | 65.2 | 31 | 62 |
| Staff training | 21 | 45.7 | 25 | 50 |
| Adequate resource persons | 10 | 26.1 | 11 | 22 |
| H. R. D. unit | 12 | 26.1 | 11 | 22 |

In the effort to ascertain the prospects opened to both libraries with respect to human resources development as demanded by one of the objectives of this study, a question which ways facilitate human resources development programme in your library was built into the questionnaire used for data collection. Respondents in table 11 shows that in Abia, 30(65.2%) indicated that adequate funding ascertain the prospects of human resources development programme, 21(45.7%) said that staff training determines the prospects of human resources development programme, whereas 10(21.7%) and 12(26.1%) respectively indicated that adequate resource persons and human resources development units (HRD) determine the prospects of human resources development programme.In Imo, 31(62%) indicated that adequate funding ascertain the prospects open with human resources development programme, 25(30%) said that staff training determines the prospects, while 10(20%) and 12(22%) respectively indicated that adequate resource persons and Human Resource Development Unit (HRD) determine the prospects of human resources development programme.

Believing that there is no problem that has no solution, research question seven of the study requested that suggestions be made by the respondents, it is the belief of this objective

that the suggestions would guide the researcher in making his final recommendations. The suggestions proffered by the respondents followed the same pattern of the problems identified. To this end, therefore, the suggestions are outlined thus:

i.     Adequate funding
ii.    Provision of resource persons
iii.   Effective Human Resources Development Unit
iv.    Provision of equipment, new workable tools, acquisition of more books and other information materials on the human resources development programme.
v.     Organizing adequate and educative seminars, workshops and conferences.
vi.    Developing a curriculum for human resources development programme.

**DISCUSSION**

From the background information, the respondents surveyed from the two libraries system under study were 153. Out of this sample size, 77 were from the Abia State Library Board, while 76 came from Imo State Library Service.The survey was conducted based on the research questions of the study with the help of the data collected and analyzed, the following findings were made:

i.     There is actually a programme for human resources development packaged for employees of both Abia state and Imo state public libraries services. This is based on what 40(87%) and 45(90%) of Abia and Imo state public staff respectively indicated. This is found in table 6.
ii.    The fundamental aim of human resources development programme in Abia state and Imo state public libraries as indicated by 22(47%) and 27(54%) respectively is to increase the efficiency of the staff members. This is found in table 7.
iii.   The impact of the development programme on the staff of both Abia and Imo state library systems is that it improves staff productivity. This is indicated by 29(63%) and 32(64%) of Abia state and Imo state public libraries respectively. This is indicated in table 9.
iv.    Problems such as inadequate funding, inadequate equipment, poor management attitude and lack of resources persons militate against effective human resources development programme in both libraries.

**CONCLUSION**

Human resources development programme is the teaching of technical skills to the employees of an organization. The staff of any organization cannot provide effective, efficient and functional services without adequate training. However, the success of every library depends largely on the strength of its competent staff.

In conclusion, therefore, human resources development programme in both Abia state and Imo state public library systems aim at improving the efficiency of staff members so as to achieve their organizational goals i.e. information services. It is pertinent to note that adequate funding of both libraries in Abia state and Imo state public library systems will go a long way to reduce some of the problems associated with human resources development programme.

**RECOMMENDATIONS**

Based on the findings of the study, the researcher makes the following recommendations:

i.  There should be a Human Resources Development unit that organizes human resources development programme.

ii. There should be the provision of an adequate fund to carryout human resources development programme.

iii. Adequate measures should be taken by the management to check if the aim of the resource programme is achieved.

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