Managing Nigerian Academic Law Libraries in the age of Technology: The Use of Selected Management Theories

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ABSTRACT
This paper looked at Nigerian Law Library management in the age of technology using selected management theories. Classical, behavioral and modern management theories provided guidelines for providing a modus operandi in Nigerian academic Law Library management. This study showed that technological age has shifted intensively into educational settings, and information centers have taken the path of innovation to meet up with the demands of technology. Management theories were critically looked at and it was found that classical management theories were no fit for management of organizations in a dynamic technology era. Issues inherent in Nigerian academic Law Libraries were found inimical to the trends of technology age. Behavioral and Modern management theories were recommended for managing academic law libraries through the technological age. Chaotic theory, systems theory and contingency management theories are subsets of Modern theories deemed fit for a paradigm shift of academic Law Libraries. While McGregor's "Y" theory was deemed fit for applying right motivation to Law Library workforce.

Introduction

A paradigm shift from traditional information service provision to technological one has been a difficult step for libraries in Nigeria. Plethora of literatures show that libraries and academic law Libraries in Nigeria are passing through difficulties in managing the continuous upward pace of technology(Anyaegbu, Ekeze, Roseline, Achufusi & Aduaka, 2013; Ogba, 2013; Osinulu & Amusa, 2010; Ossai, 2009&2011). This is coupled with the consistent issues in service provision, user's information needs, resource provision and funding.

The clientele of Nigerian academic Law Libraries, their workforce and the administrative style found paramount in academic institutions means that it would be difficult to merge information needs, immediate service provision, information satisfaction with the administrative style of University libraries as it is no more hidden that Nigerian Libraries are headed by Law Librarians who take directives from the University Librarians. Furthermore, innovative practices as found in common law countries are not evident in Nigerian law Libraries. According to Rayner and Walsby(2012), libraries global has shifted from best practices to innovative practices that meet their user's information needs.

In Nigeria, literatures have shown that there are issues affecting provision of adequate legal services in academic Law Libraries. While Law Students are found to gravitate towards mobile phone use for academic purposes, majority of library services are still traditional (Amali & Bello, 2012; Mamudu & Oyewo, 2015). While rudiments of information and internet skills is not known by them. There is complain of dearth of local literature online and yet Nigerian academic Law Libraries are not involved in resource sharing for no reason(Ogba, 2014). Though Council of Nigerian Legal Education has provided criteria for accreditation of law faculties in Nigeria, however the criteria on digital service provision has not gone beyond provision of relevant databases and OPAC(Online Public Access catalogue). Innovative practises that satisfy information needs are yet to be seen as the order of the day.

According to Rayner and Walsby(2012), libraries have been called to paint themselves in their own environmental corner. They have been called to think differently, to change obsolete practices, to create space for mistakes and to do away with traditional bureaucracy. A culture of innovation using human resources within ones corner is therefore the norm in this era of technology (Rudolph cited in Rayner & Walsby). However in academic Libraries, Law Libraries are still under administrative governance.

Academic law libraries are unique establishments that provide access to authoritative legal resources of all types. Its resource comprise of primary and secondary materials which include indigenous and common law resources. It also has diverse categories of members of the bar and bench as part of its clientele, therefore the standard required for its management is high.

This paper therefore looks at the state of Nigerian Law Libraries in this technology age and provides selected management theories that would aid in its management. It intends to show that change is not difficult and costly, but requires innovation and application of management theories.

This paper is divided into two sections. The first section looks at the state of Nigerian Law Libraries in the era of technology. The second section looks at diverse management theories applicable in organizations.

Here, there would be a critical look at management theories, and ideal theories fitting for managing academic

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Law Libraries would be shown. Management theories treated are classical management theories comprising of scientific and bureaucratic theories; behavioral management theories comprising of McGregor's X and Y theories and Abraham Maslow's need theories; and modern theories comprising of Chaos theory, contingency management theory system management theory and team building.

In conclusion, it was shown that a paradigm shift in this technological age is not something difficult and costly, but something that requires innovation, emergency move, incorporation of systems theory and support of the government. In its recommendation, practical ways of managing Nigerian undergraduate law libraries were brought out.

State of Nigerian Law Libraries in the era of information technology

A law library is defined as a special library where legal information relevant of diverse types is provided for the categories of clientele that patronize a law library (Ajidahun, 2010). Ogba(2014) in defining an academic Law Library says that it is a special library within an academic environment, dedicated to providing law resources and services to law lecturers, law students and members of the legal profession. Therefore the types of services a library provides is dependent on its clientele and its environment (Rouse, 2014). Thus each library service is supposed to be dynamic and to reflect the dictates of time. According to University World News (2016), Lukanic(2015), Rouse(2014) and McGuigan (2012), technology has eaten deep into educational and information services, warranting a change in service provision. Therefore, information centers have taken the trend of applying innovative digitally inclined ideas from their environment, to satisfy the immediate needs of their clientele.

Osinulu and Amusa(2010), states that Information technological practices has been on the increase, making it difficult for Nigerian Libraries to grapple with. They do not know how to stay visible in social sites, how to integrate technology with education and information services (Kanamadi, 2007). Recent studies have also shown that while library services in Nigerian academic institutions are mainly traditional, majority of academic library clientele use mobile phones for their research purposes (Mamudu & Oyewo,2015; Amali & Bello,2012). This aligns with what Sharon (cited in Rayner & Walsby, 2012), calls a disparity between materials used for library services and the ones consistently used by users. Though the Council of Legal Education provides the standard for Nigerian Law Libraries (Ajidahun, 2010), however their focus is mainly on certain current law materials and stipulated databases. They do not focus on innovation and style, including digital visibility of Law Libraries in the internet environment. Therefore Nigerian academic Law Libraries do not provide a fitting service for information needs of users who use mostly their mobile phones for academic purposes.

According to Olorunfemi(2014), Nigerian undergraduate law students patronize academic Law Libraries of their institutions. However they utilize more of printed materials, access to digital resources and technology facilities in their libraries were found to be poor. This was earlier found in Ossai(2009) who showed that undergraduate Law students do not patronize technological facilities available in their law libraries. Though reasons behind their behavior was not provided, however in Ogba(2013a), it was found that undergraduate law students surveyed did not know that technology facilities in their libraries were meant for their use on self service. Some of them explained that they thought it was meant for accreditation purposes. This means that they are no accustomed to use of digital facilities and resources in their academic libraries.

More reasons found in Ossai(2009, 2011) showed that there is no human relationship between undergraduate law students and library officers. As a result, Law students were found to desist from the practice of seeking help; but decide to solve their problems on their own (Ogba, 2013a). It was also found in ogba that some of the students surveyed do not trust the digital skills of their library officers, and their ability to assist them (Ogba, 2013a). More findings from Olorunfemi(2014) showed that Law libraries in Nigeria had inconsistent power supply, internet connectivity problems and non-subscription to law databases. Other issues bothered on inadequate computer facilities for use of majority of the students. The findings in Ossai(2009) and Ogba(2013) regarding non- relationship between library officers and law students was also found in Olorunfemi. According to her, Law Library staffs were unhelpful to students. Though it is not known the reason behind such attitude, however, Olorunfemi's further finding showed that there were few qualified staff in Nigerian academic Law Libraries.

According to Ogba(2013), Olorunfemi and Mostert(2014), there is low awareness of law information resources in Nigerian law libraries. There is yet to be found libraries that seek inputs from law students before they purchase information resources. In Ogba(2014), there is no collaboration among law libraries in Nigeria, while ogba(2013a) showed that some students investigated still access newspapers by going outside their campus location. In a study carried out by Ogba(2013c), students were found to lack the rudiments of internet and information skills, while many of them do not understand the meaning of copyright. It was further found in Ogba(2013a) that many law students use print reference resources. Despite this use, Onwudinjo(2015) found that no academic Law library in the south east geopolitical zone of Nigeria met the requirement for accreditation with regards to foreign and indigenous journals.

According to Ajidahun(2004), the management of academic Law Libraries is not entirely in the hands of law librarians as it was found that University Librarians managed and controlled many academic Law Libraries that were surveyed. It was also found that many Law Librarians required training in the form of exchange programs and participation in conferences. Consistent training of law Librarians through exposure is not only required because of the category of users whom they serve, but also because of what Dada (2011) calls a "symbiotic relationship between law Librarianship and legal research". A Law librarian who is well informed and motivated is one who is innovative in service provision.

Law Librarians are professionals that have qualifications in Law, information and Library science; and who have the requisite skills to provide legal research services. However despite their qualification, there is need for them to provide change in order to influence a positive learning environment in Nigerian Law Faculties. Provision of change has always been anchored and guided by management theories, especially classical management theory, behavioral management theory and modern management theory.

Theories applicable in managing organizations and selected theories for Nigerian academic Law Libraries

Management theories are practical nuggets which provide explanations for behaviors, while showing solutions that would lead to a change. They have the aim of increasing productivity and service quality (Hawthorne, 2016). Though it could be assumed that each theory has a particular task it handles, studies have shown that organizations that have spurred for change use more than one theory for all round success (Hawthorne & Media, 2016; Mcnamara, 2016; Olum,2004). This is because of the heterogeneity of stakeholders and issues within each organization.

There are lots of management theories that could guide any organization through change. However Hawthorne and Media; and Mcnamara, asserts that t the most remarkable ones are classical models of organization theory, behavioral management theory and modern management theory. They are briefly treated below.

1. Classical management theory

This theory asserts that every worker who is paid must do his quantum of work without complaint. According to this theory, each organization owes a worker only the duty of paying for each work done in order for him to do subsequent work. Therefore the focus here is not on the worker but the profit the organization would make from them. As a result, classical management theory is divided into the top management, the middle management and the low management. Each category has powers and tasks assigned to it and they do not go beyond their assigned powers (Russ & Media, 2016). Classical management theories have been divided into scientific management theory and bureaucratic management theory.

• **Scientific Management theory**

This theory by Frederick Taylor stipulates that there must be divisions in work and that careful specification and measurements must be given for each service. Here tasks are standardized and workers are rewarded or punished (Mcnamara, 2016). Time is also attached to each pay. Therefore a worker, who does not merit his pay by working up to the measurement assigned, does not get requisite payment. This type of theory is mostly applicable in common law countries and not in Nigeria. Though it yields productivity, however it turns human beings into slaves who could ignore their health condition in order to work for money. It also creates the culture of fear and tension; and as well stifle innovation. In this type of organization, it would be hard to discover innate qualities of staff and to manage organizational knowledge. This theory is not ideal for technology era as it is an era of innovation and change. It is an era of freedom and discovery; and discovery is not in the mind of one top manager but the workforce.

• **Max Weber's theory of bureaucracy**

This theory by Max Weber asserts that organizations should not tolerate sentiments at work. It states that there should be stipulated ways of doing things which must be followed; and that standards of perfection must be provided for every work. In line with this theory, power should be assigned to every supervisor in charge of any position. Such power should accrue from his position in the organization and from his degree or professional competence. Thus, where there are standards attached to each position, the organization would thrive not minding who is at the top (Study.com, 2016; Boundless, 2015). This management theory is mostly applied in Nigerian government organizations. It is also applied in Nigerian academic Libraries. However its application has not resulted in a paradigm shift to innovative practices. The University Librarian manages and controls the Law Library, while the Law Librarian who is a legal professional must dance to his tune in order to relate well with him (Ajidahun, 2004). Therefore a Law librarian could decide to sit and follow standards provided for information service even when it does not align with legal information needs of users and the trend in legal information service provision.

2. Behavioral management theories

Behavioral management theories came after the emergence of classical management theories. It stipulates that organizations that want to be productive and succeed must focus more on their workforce's behavior and emotions. This theory therefore stipulates that organizations monitor workers behaviors, and needs (Boundless, 2015; Cliffnotes, 2016). It is divided into two viz: Abraham Maslow's needs theory and Douglas McGregor's X ,Y theory (Zeepedia, 2016).

• **Abraham Maslow's needs theory**

Maslow divided workers needs into five main hierarchies. Physiological needs comprising of food and drink were initial form of motivation. It was placed at the lowest level, followed by safety needs, belongings and love needs, esteem needs and then self actualization. Self actualization is at the top of Maslow's needs pyramid. According to Maslow, each worker craves to climb the pyramid but must satisfy each initial need before opting for another. Where there is a need, there is motivation to work, since there is the belief that work would satisfy needs, making way for climb to another level. This theory however is not applicable to undergraduate law students because hunger would de-motivate than motivate a student to study. However it would motivate a Law Library officer who would want to gain favor from his superiors. However immediately, he goes beyond the category of physiological and safety needs, he could reduce in his work productivity. This is observed to be the case among staff working in Universities. Immediately they are confirmed and are members of university unions, they reduce in their work productivity since they are assured of the safety of their work and provision of physiological needs. This theory would not provide the right fit in this technology age of change.

• **Douglas McGregor's X, Y theory**

Douglas McGregors' X and Y theory enumerates two types of theories for managing organizations (Hartzell, 2016). In theory "X", a manager believes that his staffs are lazy, have no innovation, are self centered and hate change. Therefore the only remedy is to intimidate them to work. This is because, they would have to be paid salary and given security which is their major interest. Therefore, they must not be allowed to cheat the organization out of its profits from their labor. Under theory "Y", staffs are seen positively as innovative, talented, concerned and possessive of innate qualities that pushes organization forward. However this theory asserts that in order to have productivity in any organization, staffs must be seen as invaluable and thus must be periodically given the right motivation they need. This theory could be applicable in academic institutions, especially Nigerian academic Law Libraries. Olrunfemi(2014), Ogba(2013) and Ossai(2009) have shown that law students view library staff as being harsh and not ready to provide academic assistance. In Ogba, students interviewed expressed their lack of trust for digital skills of library staff. This calls for application of "Y" theory.

Law Librarians should Endeavour to find out the emotional state of their staff in order to know the right motivation to provide. Though it is assumed they could have inferiority complex. If this be the case, requisite training should be given so they would have right esteem to provide their jobs. They could also be sent on workshops and given certificates. These certificates could increase their morale and esteem, making it fit for them to provide services to their legal clientele.

3. Modern management theories

Modern management theories comprise of current theories applied by organizations for change. They comprise of chaos management theory, system's management theory, consistency management theory and team building management theory.

- **Chaos management theory**

Chaos management theory stipulates that an organization is like a system that is continuously changing and getting more complex; thus it needs to be followed with chaotic speed in decision making and service provision. That is the only way an organization can remain relevant and be prevented from collapse (Zeepedia, 2016). In applying this theory, bureaucracy is done away with and decisions are immediately taken and implemented to current needs. This theory also believes in innovative practices and in flexibility (Lukanic(2015). As a result, it is ideal for the pace technology has taken in this 21st century. If applied in Nigerian academic Law Libraries, the dearth of indigenous resources could be handled by immediately providing digital reservoir; and collaborating with the community in which their institution is situated. A Law librarian would organize training as he sees fitting opportunities for it. He could decide to have an exchange program and get ideas from other Law Librarians. He could think out ideas that would solve information needs, and immediately apply them without passing through bureaucratic procedures. Even when he fails, he would retry without any fear of punishment. Chaotic theory is ideal for a paradigm shift in this era of technology.

- **Contingency management theory**

This theory asserts that decision making is continuous and dependent on situations encountered (Olum, 2004; Zeepedia, 2016). Therefore, a Law Librarian would have to consider all current situations and base his decision and actions on them. Just like chaotic theory, contingency theory does not believe on set rules to be followed in decision making. This theory appreciates that society and educational style is in a flux and so decisions should be in a flux too. It is ideal for academic Law Libraries. Its application would mean that University Librarians would give freedom to Law Librarians to make decisions that relates to management of Law Libraries. It would also mean that Law Librarians would have to carry out periodical surveys that would investigate the needs of users, their situations of information access and their technological skills. This would assist in making right decisions per time.

- **Systems theory**

This theory asserts that every organization is situated within an environment and so is open to inputs from its environment. Therefore, it should reflect its environment in its service provision. It stipulates that every unit in an organization; stakeholders in an organization and communities within and outside an organization should have inputs into the organization. This is because no organization can function effectively without its parts (Hawthorne & Media, 2016; Mcnamara, 2016). This theory stipulates that inputs,

processes, output, and feedback stages would have to be synchronized in the management of any organization. This theory is ideal for academic Law Libraries. Its application would mean that Law Libraries would need to be involved in resource sharing with other Law Libraries. They would also have to be involved in communities of practice [COP] in order to get inputs from their colleagues. Systems theory application in Nigerian academic Law Libraries would mean that there would be consistent survey to get inputs from Law Library clientele regarding their information needs and library services. Law Librarians would also have to interact with professional organizations around them in order to get current information for their clientele. This also means that there has to be a synergy among Nigerian Bar Association(NBA), Federation of International Women Lawyers(FIDA), government and non-government organizations, all spurred towards providing satisfactory services to their legal clientele. Such synergy would lead to using communities' resources and expertise for the Law Library while the Law Library assist in their areas of need. Law students could also be directed to them for a practical knowledge of what they are being taught.

- **Team building management theory**

This theory asserts that professionals who share the same aspirations and skills could get together and decide to have a community through which they interact and grow together. Thus, academic Law Librarians in Nigeria could take a step to have a community of practice (COP) through which they interact and learn new ways of providing library service. As a result, every one of them grows strongly together.

Conclusion

This paper has taken a practical look at management theories and their application in Nigerian academic Law Libraries. Each management theory has been treated and its contribution to change in Nigerian academic Law Libraries has been shown. While classical management theories were seen as archaic for the 21st century information service provision, behavioral theory, specifically McGregor's "Y" theory was seen as ideal for motivating Law Library staff. Fitting motivation was shown as ideal to handle issues of hostility and unfriendliness with undergraduate law students. Modern theories of management were all found as ideal for a paradigm shift and innovative practices in Nigerian academic Law Libraries. Chaotic, contingency, system and team management theories were found to align with one another in placing Nigerian academic Law Libraries in right position for the swift change in technology and innovation.

Recommendation

In view of the above issues treated and theories looked at, the following recommendations are provided:

1. Provision of customized electronic reservoir by each Law Library. This would comprise of grey resources, e-copies of textbooks published by law lecturers and legal luminaries. As a result, lecturers in law faculties should be mandated as a matter of policy to submit legal deposits to the law library in electronic and print copies. While submission of e-copies of thesis would have to be applied as a matter of policy.

2. Immediate implementation of Web 2.0 like wiki sites, blog sites and chat environments in Nigerian academic Law Libraries. Nigerian Law Libraries should be made to stay visible in internet environment, especially social sites; as that is where their students interact. Therefore, they should advertise library resources and services on face book, twitter and other social sites. They could also use interactive sites like

"Whatsapp" for interaction with their users. In line with this, self made applications that aligns well with each Law Library environment could be created. After all, the trend now is painting oneself in the color of one's wall.

3. Law librarians should take proactive steps to find out periodically the resources used by students, how they are used and what they are used for before they embark on book or material purchase.

4. According to Karen (Rayner & Walsby, 2012), innovation is the vogue in this technological age. Law librarians therefore should not be copycats, but innovative cats who apply ideas innately in them to provide needed services for their legal clientele. Innovative practices do not involve spending much money (Kanamadi & Kumbar, 2007), but rather using skills and talents within ones environment to solve ones needs.

5. Council of Legal Education Nigeria, should work towards making University Law Libraries have their own separate financial account; and the Law Librarian given the power to manage it.

6. Law librarians should be given freedom to take decisions. They should also be allowed to interact with their legal colleagues as that is the only way they could monitor issues in law and get inputs that would aid in library services.

7. Law Libraries should embark on collaborating with stakeholders like FIDA, NBA, government and non-government organizations.

8. Council of Nigerian Legal Education should mandate Law Libraries to be involved in resource sharing with one another.

9. Information Literacy skills and legal research should be infused into the teaching curriculum of law faculty. Students should also be taught digital literacy and digital copyright laws.

10. Law librarians should consistently be involved in digital training in order to understand the software used by Google and Microsoft; and how to apply them in legal services.

11. Media services of varying types should be employed in providing digital information services.

12. All staff in law libraries should be given consistent training required for each moment in order to make them knowledgeable on legal issues. This is the stance of American Library Association (2006). They could also be allowed to go on short academic programs, this would boost their esteem. Anyaoku, Osuigwe and Oguaka (2015) have shown that where staffs are satisfied with their jobs, they become productive. This could curb the issue of harshness towards undergraduate law students.

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