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Examining and creating in-house IGR sources for effective management and financing in academic libraries in Nigeria

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STRUCTURED ABSTRACT

Purpose: The study explored staff perception on effective funding using in-house IGR sources, finance-related challenges in the management of libraries, examined operational conventional and additional sources of IGR, derived opinions on the benefits of an independent academic library financial management system and the strategies to improve on its funding in selected academic libraries in Nigeria.

Method: The descriptive survey design was adopted using a population of 487 librarians from which 161 (33%) was randomly drawn from ten academic libraries (polytechnic, college and university). The instrument for data collection - questionnaire was developed. The data collected were analysed using inferential and descriptive statistics with IBM SPSS Version 20 software.

Results: There was no significant difference in the perception of academic library staff on effective funding and management of libraries through in-house IGR. It was found that conventional sources of IGR in academic libraries were through provision of reprographic services, binding, laminating, indexing/abstracting and library donation while additional sources could include skill acquisition in entrepreneurial education, certificate verification, information consultancy, use of e-library for computer based tests, internet surfing, training in research and data collection and processing of online applications. However, amongst these services, only reprographic services were found to be fully functional, others are either semi functional or non-functional.

Conclusion: Generating funds from these sources can assist in library e-resource subscription; improve collection development, and general service provision. IGR are potential business venture for the effective management of the library and at the long run help in the achievement of its objective of information services and product provision to its community of patrons.

Recommendation: Awareness creation on the inclusion of these newly applicable and profitable e-library services, training of staff on the use of technology-driven services and sharing information/knowledge among working personnel should be embraced by the management of academic libraries.

Keywords: Internally generated revenue (IGR), financing, academic libraries, effective management, Nigeria

Word count: 6,081

INTRODUCTION

The adequacy in funding in an organisation has a positive influence on the availability of goods, products and resources for client's consumption. Ahmed and Nwalo (2013), Omopupa and Abdul-Raheem (2013) opined that this is so important for academic libraries. Underfunding is a major challenge in the tertiary education system in Nigeria (Erhagbe, 2014; Ofoegbu & Alonge, 2016). In

Nigeria, less than 10% of the annual budget is allocated to fund education (Amoo, 2018). The dependence on a single funding source is usually non-profitable for nations and organisations. The library is one of the most important aspects of research and development and hence, its effective management is crucial to its service provision, relevance to education and existence. Funding academic libraries for routine administration cannot be fully reliant on parent institutions, donations and supports from concerned non-governmental external bodies. According to Inyang and Igwechi (2015), funding an academic library means making resources and capital in monetary terms available to provide services for human development. It helps in the renewal, and maintenance of academic libraries. Although, there is funding from government agencies like TETFUND, ETF, NCC and others, however, these funds are usually bureaucratically long-termed, and not frequent, whilst, the daily operations of the libraries are almost on a regular basis. Adu-Sarkodee *et al.* (2016) reported that academic libraries in Ghana also have adopted alternative methods of raising revenue from services provided which include bindery, and reprography and they opined that a wide spread awareness campaign could be useful in the continual generation of revenue. They opined that sales of textbooks, data analysis and internet access could potential provide revenue for the library. Kwadzo and Amekuedee (2007) reported that special libraries in Ghana now raise fund by fee-based services like photocopy, bibliographic search, trainings, e-mail, and photocopying in an attempt to cover for the shortfalls from the government and parent institutions.

Ibegwan and Ogunyade (2008) said in Lagos and Ibadan, medical libraries uses reprographic services for IGR with the aim of introducing abstracting and indexing services. Afebende (2017) reported that academic libraries in Cross Rivers are funded through grants from the government, and there seems to be dissatisfaction with the level of funding with the fact that these libraries do not have lay down strategy to generate funds internally. Ogunjimi *et al.* (2018) found that some academic libraries in south western Nigeria have hindrances with fund allocation, hence, overdue charges, fees for book loss, reprography and binding services are used to generate funds to run the libraries. Adequate funding is necessary for the development of library services (Adu-Sarkodee *et al.* 2016). In the expanding information society and growing information need behaviour, the activities that demands fund has increased and academic needs an active means of generating revenue (Ogunjimi *et al.* 2018). When such is no longer seen as priority by parent institutions and other funding bodies, then, academic libraries must look for alternative means of funding. It has become imperative for academic libraries for find alternative means of generating revenue for its effective funding, management and optimum service provision to users. Academic libraries undoubtedly facilitate or promote social economic and national growth and development through the provision of quality information services and products to its patrons. However, in contemporary times in developing countries, academic libraries have not been receiving much attentions with regards the funding.

Low budget allocation and inadequate funding have made academic libraries to become grossly under-developed most especially in developing countries. There also seem to be erratic allocation of funds, low budgetary and budget cuts from parent institutions, and these phenomenal events has impacted negatively on the efficiency and effectiveness in service provision, management of resources and staff in academic libraries. Although, there are conventional means of generating funds which includes reprographic services, and library registrations, the management of academic libraries needs to explore other additional sources and the strategies to improve the funding also need to be examined. Till date, there is dearth of information on the various IGR sources in academic libraries in Nigeria, and most literature as reviewed below have only revealed the potential sources not the functional and operational sources. This study will provide insight on the functional sources adopted by academic libraries and tentative additional ones that could be helpful. Thus, this study attempts to give information on the functional IGR mechanisms and how important they are to managing libraries.

Aims and Objectives

The basic objective of this study is to examine the IGR sources available to academic libraries and how these sources can contribute to the effective funding and management of libraries, however, the specific objectives includes the following;

1. know the perception of library staff on library financing and effective management;
2. examine the sources of IGR (conventional and additional);
3. find out the functional ones operating in academic libraries and the schools currently involved;
4. what systems are to be put in place to encourage library productivity towards driving economic growth and
5. figure out the benefits of IGR to academic libraries.

METHODOLOGY

The study adopted the descriptive survey design. The population of the study consist of 487 library staff from ten (10) purposively selected academic libraries from five states (Ekiti, Bayelsa, Edo, Delta, Rivers, and Oyo) as presented in Table 1. The institutions comprised of both government and privately owned polytechnics, college of education and university. A total of 161 respondents were randomly drawn by virtue of availability as at the time of administration of the instrument (October - November, 2018). A self-constructed 60 items questionnaire was used as instrument for data collection (see Appendix). The questionnaire was segmented into six; introductory letter, demographics, four sections answering the questions set. The instrument was validated by experts in test and measurement in library and information science. Data was analysed using descriptive statistics with the IBM Statistics Package for Social Sciences (SPSS) Version 20 from Chicago Inc. analytical tool. Means, standard deviations, percentages, and frequency count were employed in interpreting the data including demographics of respondents. A 91% (N = 147) return rate was found

after collection of instrument which was used to analyse the data. In the analysis of the data collected, the means were used to ascertain the level of collective agreement to an item in each section. Hence, a criterion mean of 2.50, 2.0 and 1.5 was set to weigh responses to be whether in favour or against for four, three and two points Likert scales respectively. The percentage of mean (as found in Table 4) was used to find out the overall degree of positive response to an item.

RESULTS AND DISCUSSION

Table 2 showed the demographic data collected. The respondents that were males were 85 (58%) while female were 62 (42%) showing an almost equal distribution. It can be said that the study is not gender-based in the opinions of library staff on the subject matter. Similarly, the marital status of respondents that, a large percentage (N = 76, 52%) were married, whilst others were single and engaged (N = 15, 10%), widowed (N = 17, 12%) and divorced (N = 24, 16%) for which all marital ranks were represented. The range for age was from 20 to above 50 years with majority within 30 – 39 years (N = 59, 40%) and the least which were above 50 years (N = 21, 14%). It appeared that most of the respondents are first degree holders (N = 56, 38%) followed by NCE/ordinary diploma holders (N = 34, 23%) with a minute number having post graduate diplomas (N = 9, 6%). It was found that 8% (N = 12) already had doctorate degrees. The respondents who had 10 – 14 years working experience were 65 (44%) with only 12 (8%) having 0 – 4 years of experience in librarianship. It could be referred that, the respondents had adequate experience to be able to respond to items on academic libraries IGR and effective funding. On the basis of religious affiliations of respondents, Christians were most dominant (N = 94, 64%) while Muslims followed (N = 53, 36%) with no one practicing ATR probably due to the high level of religious sensitisation by these two major religious groups in Nigeria.

Table 1: Sample and return rate of instrument for data collection

S/N	Libraries	State	Ownership	Pop.	Sample	Freq. (% returned)
1	Delta State Polytechnic Library, Ogwashi-Uku	Delta	State	34	15	14 (93)
2	Delta State University Library, Abraka	Delta	State	39	21	18 (86)
3	Ekiti State University Library, Ado-Ekiti	Ekiti	State	57	22	21 (95)
4	Federal College of Education (Technical) Library, Asaba	Delta	Federal	9	5	5 (100)
5	Isaac Adaka Boro College of Education Library, Sagbama	Bayelsa	State	8	6	6 (100)
6	Kenule Beeson Saro-Wiwa Polytechnic Library, Bori	Rivers	State	25	12	11 (92)
7	Novena University Library, Ogume	Delta	Private	6	4	4 (100)
8	Rivers State University Library, Port Harcourt	Rivers	State	28	18	16 (89)
9	University of Benin Library, Benin	Edo	Federal	31	26	25 (96)
10	University of Ibadan Library, Ibadan	Oyo	Federal	250	32	27 (84)
	Total			487	161	147 (91%)

In response to the research objectives of the study, Table 3 presents the perception of library staff on the importance of library funding and its impact on the effective management. It showed that all libraries are of same opinion as demonstrated through the t-values and p-values. Library staff agreed that it is possible for libraries to generate their own income and become independent of the government or parent institution (Item 1, 2), although, if allocations are increased, it will solve a whole lot of problems relating to funding (item 7, mean = 3.13, Stdev = 0.81). They agreed that for effective funding, marketable library products and services are needed (item 6, mean = 3.03, Stdev = 0.95) and also a skill in marketing is required by the library staff (Item 4) and this will go a long way in raising the IGR to support the library (item 5). The enterprising ability of the administrative head of academic libraries is not left out in the bid to market the library and improve the funding system (item 3, mean = 2.69, Stdev = 1.07).

Table 2: Biodata of the respondents

Gender	Freq.	%	Marital status	Freq.	%	Education	Freq.	%
Male	85	58	Single	15	10	OND/NCE	34	23
Female	62	42	Engaged	15	10	B.Sc./HND	56	38
Experience (years)			Married	76	52	PGDE	9	6
0 – 4	12	8	Divorced	24	16	Masters	17	12
5 – 9	38	26	Widowed	17	12	Doctorate	12	8
10 – 14	65	44	Age (years)			Religion		
15 – 19	15	10	20 – 29	32	22	Christian	94	64
20 and above	17	12	30 – 39	59	40	Muslim	53	36
			40 – 49	35	24	ATR	0	0
			≥ 50	21	14	Others	0	0

Source: Field survey (2018), N = 147, % = 100, ATR = African Traditional Religion

Table 4 showed that there are several challenges militating against the effective funding and management of academic libraries in Nigeria. Obviously, non-conducive environment (mean = 1.38, std = 0.48), reduced book acquisition (mean = 1.23, std = 0.42), and low patronage (mean = 1.29, std = 0.46) do not pose financial challenges to the academic libraries. These events do not create avenues for the libraries to use funds however, respondents noted that the frequent low budget allocations (mean = 1.61, std = 0.49), delayed allocations (mean = 1.70, std = 0.49), insufficient power supply (mean = 1.74, std = 0.44) among other make a bulk of the fund demanding causes. The overall weighted mean of 1.53 showed that almost all items in Table 4 contribute to a large extent as a source of financial burden for the libraries. The percentage positive agreement to the items showed that lack of electricity supply (58%) and collection development/book acquisition (41%) does not cause a major challenge.

Respondents were asked the sources they know that could be a source of IGR for academic libraries in Table 5. It revealed that whilst a few services like information consultancy (mean = 2.14, stdev = 1.09), training in research and data collection (mean = 2.16, stdev = 1.15), library donations (mean = 2.14, stdev = 1.03) and scanning services (mean = 2.43, stdev = 1.09) may not be so useful, others can provide IGR. In the order of importance and contribution, they include the use of library ICT/e-library units as CBT centre (mean = 3.35, stdev = 0.92), library registrations (mean = 3.09, stdev = 1.02), reprographic services (mean = 3.08, stdev = 0.81) and the use of e-libraries for online applications (mean = 2.98, stdev = 1.12) and certificate verification (mean = 2.90, stdev = 1.15). Others include using the library for entrepreneurial education, internet surfing and abstracting and indexing.

The very functional IGR sources were sought from respondents in Table 6 and it showed that a wide range of sources are functional and a few non-functional. It showed that only reprographic services (mean = 2.49, stdev = 0.68) are fully functional, while binding, library registrations (mean = 2.28, stdev = 0.78), e-libraries (mean = 2.21, stdev = 0.71) among others as shown in the Table 6 and Figure 1. It revealed that certificate verification is not carried out in e-libraries making it non-fully

as well as information consultancy and training in research and development. In an event that academic libraries are able to generate their funds independently, several benefits were pointed out by respondents in Table 7. Some of which include, the timely delivery of services, allowing libraries to handle future fee-based activities, support independent funding of conferences and symposia and help libraries in subscription to data bases. Other benefit were also stated in Table 6 as the aggregate mean was found to be 1.60 (stdev = 0.46) to mean all items stated will be highly beneficial.

In encouraging academic libraries to be productive in IGR, certain systems need to be in place. Respondents opined in Table 8 that some of the methods include improving the way customer relations is handled (mean = 1.73, stdev = 0.44, item 8), marketing of the library services and products through media (mean = 1.69, stdev = 0.47), and mass orientation of students and staff on the available services (mean = 1.51, stdev = 0.51). Others were listed too in the Table 8.

The study has clearly shown that there are several ways academic libraries can generate revenue. IGR can be used to sponsor a range of projects pertinent to the service provision in academic libraries. For over a decade now, reports of Kwadzo and Amekuedee (2007), Ibegwan and Ogunyade (2008), Adu-Sarkodee *et al.* (2015), and Ogunjimi *et al.* (2018) have been re-validated with the present study on the sources of IGR in academic libraries. Just like Olurotimi (2015) opined that academic libraries need alternative sources of income to run their daily service provision activities, the respondent averred that IGR can be very relevant for the timely delivery of services; the additional sources can be explored for maximum benefit and effective management of academic libraries.

Table 3: Perception of library staff on library financing and effective management

S/N	Statement	SA (%)	A (%)	D (%)	SD (%)	Mean	Std	t-value	Remark
1.	Autonomous financial management of academic libraries is achievable	56 (38)	61 (42)	18 (12)	12 (8.2)	3.10	0.91	41.28	Accept
2.	Libraries can generate their own revenue to effectively run	45 (31)	55 (37)	26 (18)	21 (14)	2.84	1.02	33.86	Accept
3.	Administrative heads of academic libraries must be enterprising	34 (23)	67 (46)	18 (12)	28 (19)	2.69	1.07	30.41	Accept
4.	Additional marketing skills of library staff can be additional to effective management	68 (46)	37 (25)	11 (8)	31 (21)	2.97	1.17	30.51	Accept
5.	Library IGR can go a long way in supporting library productivity	49 (33)	62 (42)	23 (16)	13 (9)	2.99	0.93	38.91	Accept
6.	The availability of a wide spectrum of marketable product and services can improve financing of academic libraries	54 (37)	59 (40)	19 (13)	15 (10)	3.03	0.95	38.57	Accept
7.	Increasing budgetary allocation for academic library will solve the problem of funding	49 (33)	77 (52)	12 (8)	9 (6)	3.13	0.81	41.15	Accept
Weighted mean (N = 147)						2.96	0.98	36.38	Accept

*Criterion mean: 2.50, $P = 0.000$, $df = 146$, key; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, and strongly disagree (SD) = 1. Std = standard deviation

Table 4: Financial problems associated with the management of academic libraries

S/N	Statement	Agree	%	Disagree	%	Mean	Std	% mean	Remark
1.	Low budgetary allocation	89	60.5	58	39.5	1.61	0.49	54	Accept
2.	Low patronage by users	43	29	104	71	1.29	0.46	43	Reject
3.	Delay in funding of libraries	103	70	44	30	1.70	0.49	57	Accept
4.	Frequent breakdown of library technological infrastructure	78	53	69	47	1.53	0.50	51	Accept
5.	Competitive parallel outfits like business centres/cyber cafes	82	56	65	44	1.55	0.49	52	Accept
6.	Problem of e-resource subscription	97	66	50	34	1.66	0.48	55	Accept
7.	Interrupted electricity supply	109	74	38	26	1.74	0.44	58	Accept
8.	Reduced book acquisition/collection development	34	23	113	77	1.23	0.42	41	Reject
9.	Outdated library materials	85	58	62	42	1.59	0.49	53	Accept
10.	Non-conductive library environment	56	38	91	62	1.38	0.48	46	Reject
Aggregate						1.53	0.47	51	Accept

*Criterion mean: 1.50, $P = 0.000$, $N = 147$, $df = 146$, key; agree (A) = 2, disagree (D) = 1, Std = standard deviation, % = percentage positive response to the item

Table 5: Sources of IGR for academic libraries

S/N	Sources	SA	%	A	%	D	%	SD	%	Mean	Stdev	t-values
General/conventional												
1	Reprography (photocopying)	45	30	77	52	16	11	9	6	3.08	0.81	45.19
2	Binding	33	23	65	44	25	17	24	16	2.74	0.97	33.54
3	Library registration	66	45	45	30	19	13	17	12	3.09	1.02	36.12
4	E-libraries (printing/internet services)	45	31	54	37	21	14	27	18	2.80	1.07	31.05
5	Scanning	23	16	64	43	13	9	47	32	2.43	1.09	26.27
6	Lamination services	48	33	27	18	28	19	44	30	2.54	1.23	24.54
7	Indexing/Abstracting	43	29	57	39	21	14	26	18	2.80	1.05	31.62
8	Library donations	23	16	22	15	59	40	43	29	2.14	1.03	24.71
Additional sources												
1	Skill acquisition in entrepreneurial education (EED)	35	24	56	38	22	15	34	23	2.63	1.09	28.74
2	Certificate verification	59	40	44	30	13	9	31	21	2.90	1.15	29.86
3	Online applications e.g. admissions, recruitments	67	46	34	23	22	15	24	16	2.98	1.12	31.56
4	Computer Based Test (CBT) centre for external examinations	87	59.2	33	22.5	18	12.3	9	6	3.35	0.92	43.50
5	Training in research and development and data collection	26	18	33	22	27	18	61	42	2.16	1.15	22.23
6	Internet services like browsing and downloading	56	38	49	33	18	13	24	16	2.84	1.16	29.35
7	Information consultancy by professionals	22	15	34	23	34	23	57	39	2.14	1.09	23.11

*Criterion mean: 2.50, $P = 0.000$, $df = 146$, % = percentage, key; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, and strongly disagree (SD) = 1. stdev = standard deviation, * red coloured items not a major source of IGR for academic libraries using criterion mean as benchmark

Table 6: Functional IGR sources in academic libraries

S/N	Statement	FN	SF	NF	Mean	Stdev	Remark
1	Reprography (photocopying)	87	45	15	2.49	0.68	Fully functional
2	Binding	35	56	56	1.86	0.78	Semi-functional
3	Library registration	67	54	26	2.28	0.75	Semi-functional
4	E-libraries	56	66	25	2.21	0.71	Semi-functional
5	Scanning	32	35	80	1.67	0.81	Semi-functional
6	Lamination services	39	28	80	1.72	0.86	Semi-functional
7	Indexing/Abstracting	25	28	94	1.53	0.77	Semi-functional
8	Library donations	34	37	76	1.71	0.82	Semi-functional
9	Skill acquisition in entrepreneurial education (EED)	22	32	93	1.52	0.74	Non-functional
10	Certificate verification	18	27	102	1.43	0.70	Non-functional
11	Online applications e.g. admissions, recruitments	21	43	83	1.58	0.73	Semi-functional
12	Computer based test (CBT) centre for external examinations	78	32	37	2.28	0.84	Semi-functional
13	Training in research and development and data collection	10	23	114	1.29	0.58	Non-functional
14	Internet services like browsing and downloading	56	65	26	2.20	0.72	Semi-functional
15	Information consultancy by professionals	21	28	98	1.47	0.73	Non-functional

*Criterion mean = 2.0, N = 147, % = percentage, keys and class boundaries: FN (fully functional) = 2.5 – 3.0, SF (semi-functional) = 1.5 – 2.49 and NF (non-functional) = 1 – 1.49

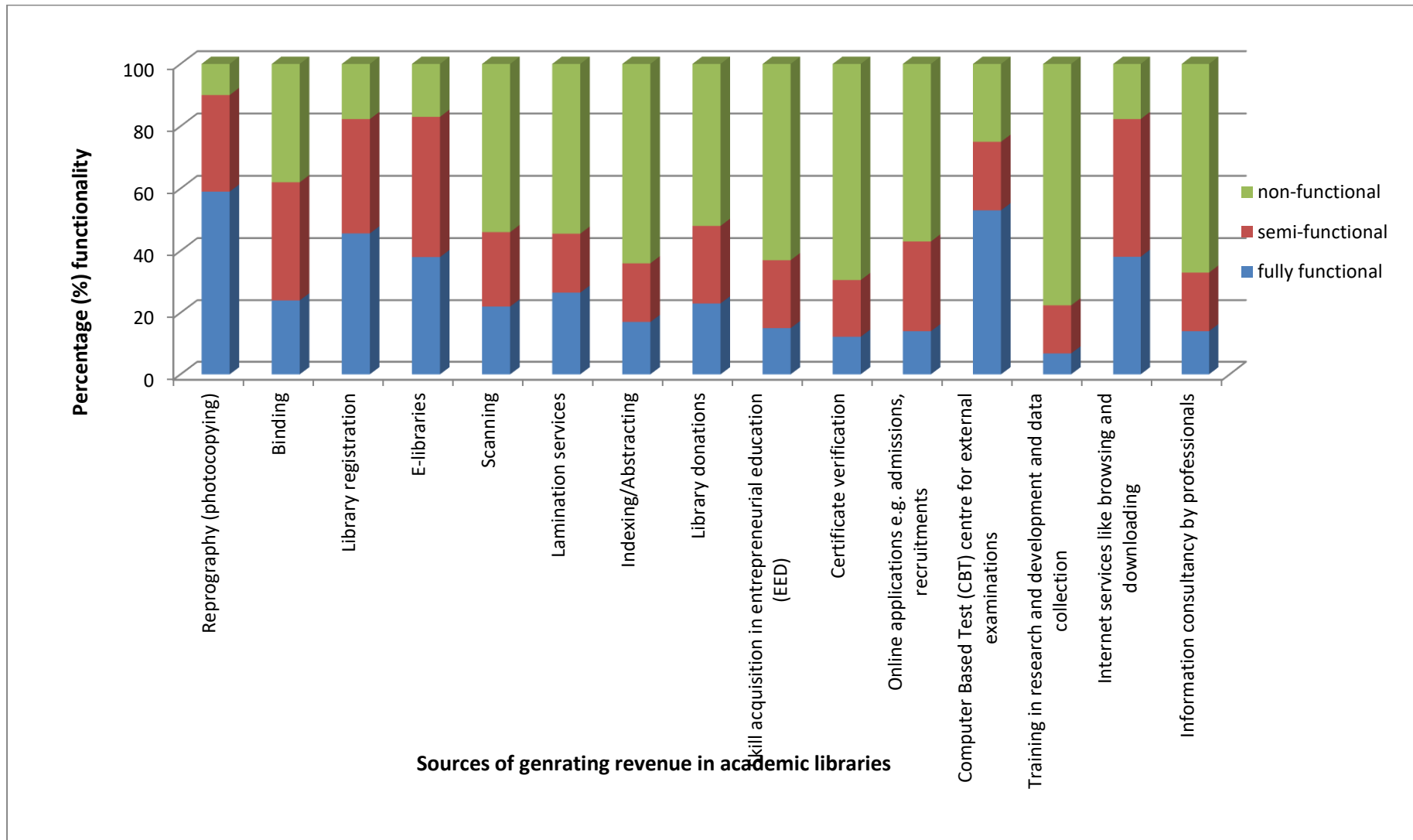


Figure: The level of adoption of various IGR sources in academic libraries in Nigeria

Table 7: Benefits of IGR for library financing

S/N	Statement	A	%	D	%	Mean	Stdev	t-value	Remark
1.	Timely delivery of library services to users	78	53	69	47	1.53	0.50	37.06	Benefit
2.	Encourage library patronage	99	67	48	33	1.67	0.47	43.12	Benefit
3.	Motivate library workforce	101	69	46	31	1.69	0.47	43.96	Benefit
4.	Build collection development of library materials	98	67	49	33	1.67	0.47	42.72	Benefit
5.	Improve library security	48	33	99	67	1.32	0.47	34.18	Not benefit
6.	Assist in the information update of the academic	87	59	60	41	1.60	0.49	39.13	Benefit
7.	Provide for the day-to-day running of the library like power supply	89	60.5	58	39.5	1.61	0.49	39.13	Benefit
8.	Support the initiation of workshops and symposia for library staff	104	71	43	29	1.71	0.45	45.35	Benefit
9.	Promote training programs for staff on ICT	90	61	57	39	1.61	0.48	39.98	Benefit
10.	Help library for subscription for e-resources	108	73.5	39	26.5	1.73	0.44	47.47	Benefit
11.	Assist in library digitization process as a conservation technique	34	23	113	77	1.23	0.42	35.28	Not benefit
12.	Increase library financial reserve for futuristic purpose	113	77	34	23	1.77	0.42	50.68	Benefit
Aggregate						1.60	0.46	45.51	Highly beneficial

*Criterion mean: 1.50, $P = 0.000$, $df = 146$, % = percentage, key: Agree (D) = 2, and disagree (D) = 1. Stdev = standard deviation

Table 8: Systems to encourage library productivity towards driving economic growth

S/N	Statement	A	%	D	%	Mean	Stdev	t-value	Remark
1.	High staff participation in IGR processes	82	56	65	44	1.56	0.49	37.90	Agree
2.	Mass orientation of available library services to library users	76	52	71	48	1.51	0.51	36.68	Agree
3.	Improve knowledge management among staff	45	31	102	69	1.30	0.46	34.24	Disagree
4.	Training and retraining of concerned library staff	67	45.5	80	54.5	1.46	0.49	35.32	Agree
5.	Expanding the frontiers of the services provided by libraries	79	54	68	45	1.54	0.50	37.26	Agree
6.	Creation of a financial management team for the library	88	60	59	40	1.60	0.49	39.41	Agree
7.	Marketing of library products and services	101	69	46	31	1.69	0.47	43.96	Agree
8.	Improving customer relationship strategies to be more friendly	107	73	40	27	1.73	0.44	46.91	Agree
9	Library environment beautification	43	29	104	71	1.29	0.46	34.33	Disagree
10	Expanding library infrastructure	91	62	56	38	1.62	0.49	40.28	Agree

*Criterion mean: 1.50, $P = 0.000$, $df = 146$, % = percentage, key: Agree (D) = 2, and disagree (D) = 1. Stdev = standard deviation

Summary of finding

From the study, the following findings were made;

1. Library staff perception in one accord showed that adequate funding is needed for effective management, increasing budgetary allocations for academic libraries and the development of an autonomous financial management system is vital to the functionality of the library.
2. Some of the major phenomena that could potentially raise financial concerns are inadequate power supply, delay in funding and the problem of e-resource subscription.
3. The most used conventional sources for revenue generation are reprography, library registration, indexing /abstracting and e-library internet and printing services.
4. The additional sources as suggested include the use of e-libraries for certificate verification, as CBT centre for JAMB, post -UME and other external examinations as well as for online applications.
5. The service that is fully functional is reprography; lamination, binding, indexing/abstracting, and e-library internet services, online applications, CBT based activities are semi-functional, meaning they are fairly or sometime never used. The non-functional ones which also have greater tendencies of raising the IGR include the use of e-library for EED, information consultancy, training in research and development and certificate verification services.
6. Academic libraries IGR can support the timely delivery of library services, encourage patronage, build collection development and assist in funding futuristic ventures.
7. Some of the ways that will encourage academic libraries to raise the IGR include, staff orientation, ICT skill training and participation in the processes leading to fund generation, library infrastructural development and creation of a financial management team.

CONCLUSION

The study explored the various avenues for raising the internally generated revenue of the academic libraries. There are clear indications that academic libraries can generate funds through conventional and non-conventional (newly applicable) means as afore-stated, however, the utilization of these means is still minimal. Librarianship and the sustainability of effective library service provision and management can be easily driven with availability of funds, this time in-house generated. Although, the library is a non-profit based organ of every institution, the growing rate of under-funding, budget cut and sometimes neglect of academic libraries will hamper on its functionality as an essential arm of tertiary institutions. Academic libraries support for teaching, learning and research is paramount to the growth and development of any nation, hence, available means of generating revenue can be harnessed.

RECOMMENDATIONS

The following recommendations have been put forwards as

1. It is thus a wake-up call for the government and parent institutions to equip the academic libraries with the needed technological infrastructure to help them grow their IGR progressively.
2. Library staff must be trained to be able to handle equipment e.g. as found in the provision of reprographic services, to effective manage and generate funds for the academic libraries.
3. Teaching library management and its staff of marketing skills need to be emphasized at this point where under-funding is received from the government.
4. Academic librarian's conferences must incorporate into its meetings various IGR strategies for proper sharing of this knowledge especially to those from libraries yet to adopt identified techniques of fund generation.

DECLARATION

The author declares no conflict of interest. There was also no funding for the study.

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APPENDIX:
RESEARCH INSTRUMENT

The Polytechnic Library,
Delta State Polytechnic,
Ogwashi-Uku,
Delta State
June 23, 2018

Dear Respondent,

RESEARCH QUESTIONNAIRE

This questionnaire is in aid of a study on the examination of services offered and can be offered by academic libraries to generate revenue internally to support library administration expense and effective financing.

Please respond to the questions to enable me successfully complete the study. All information volunteered will be treated with utmost confidentiality and the anonymity of the respondent, guaranteed.

Yours sincerely,

Researcher

SECTION A: Demographic Data

Instruction: Please tick (✓) when necessary and fill in appropriate sections

- 1) Highest educational qualification: Primary [] Secondary [] OND/Diploma/NCE [] Bachelor/HND [] PGDE [] Master's degree [] PhD/Doctoral [], Others please specify _____
- 2) Gender: Male [] Female []
- 3) Marital status: Married [] Engaged [] single [] divorced [] widower/widow []
- 4) Religion: Christian [] Muslim [] African traditional religion []
- 5) Age range: (a) 20 – 29 years [] (b) 30 – 39 years [] (c) 40 – 49 years [] (d) ≥50 years []
- 6) Working experience: 0 – 4 years [] 5 – 9 years [] 10 – 14 years [] 15 – 19 years [] 20 years and above []

SECTION B: Perception of library staff on library financing and effective management

Instruction: Please indicate the perception on the by ticking in the appropriate box using the key; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, and strongly disagree (SD) = 1.

S/N	Statement	SA	A	D	SD
1.	Autonomous financial management of academic libraries is				

	achievable				
2.	Libraries can generate their own revenue to effectively run				
3.	Administrative heads of academic libraries must be enterprising				
4.	Additional marketing skills of library staff can be additional to effective management				
5.	Library IGR can go a long way in supporting library productivity				
6.	The availability of a wide spectrum of marketable product and services can improve financing of academic libraries				
7.	Increasing budgetary allocation for academic library will solve the problem of funding				

SECTION C: financial problems associated with the management of academic libraries

Instruction: Please indicate the perception on the by ticking in the appropriate box using the key; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, and strongly disagree (SD) = 1.

S/N	Statement	SA	A	D	SD
1.	Low budgetary allocation				
2.	Low patronage by users				
3.	Delay in funding of libraries				
4.	Frequent breakdown of library technological infrastructure				
5.	Competitive parallel outfits like business centres/cyber cafes				
6.	Problem of e-resource subscription				
7.	Interrupted electricity supply				
8.	Reduced book acquisition				
9	Outdated library materials				
10	Non-conducive library environment				

SECTION D: Sources of IGR for academic libraries

Please indicate the extent to which you agree or disagree with the following statements by a tick in the appropriate box using the keys; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, strongly disagree (SD) = 1

S/N	Sources	SA	A	D	SD
	General/conventional				
1	Reprography (photocopying)				
2	Binding				
3	Library registration				
4	E-libraries (printing/internet services)				
5	Scanning				
6	Lamination services				
7	Indexing/Abstracting				
8	Library donations				
	Additional sources				
1	Skill acquisition in EED				
2	Certificate verification				
3	Online applications e.g. admissions, recruitments				
4	Computer Based Test (CBT) centre for external examinations				

5	Training in research and development and data collection				
6	Internet services like browsing and downloading				
7	Information consultancy by professionals				

SECTION E: Functional IGR sources in academic libraries

Instruction: Please, kindly read statements below and indicate your agreement or disagreement using the keys: FN (functional), SF (semi-functional) and NF (non-functional)

S/N	Statement	FN	SF	NF
1	Reprography (photocopying)			
2	Binding			
3	Library registration			
4	E-libraries			
5	Scanning			
6	Lamination services			
7	Indexing/Abstracting			
8	Library donations			
9	Skill acquisition in EED			
10	Certificate verification			
11	Online applications e.g. admissions, recruitments			
12	Computer Based Test (CBT) centre for external examinations			
13	Training in research and development and data collection			
14	Internet services like browsing and downloading			
15	Information consultancy by professionals			

SECTION F: Benefits of IGR for library financing

Instruction: Please indicate the perception on the by ticking in the appropriate box using the key; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, and strongly disagree (SD) = 1.

S/N	Statement	SA	A	D	SD
1.	Timely delivery of library services to users				
2.	Encourage library patronage				
3.	Motivate library workforce				
4.	Build collection development of library materials				
5.	Improve library security				
6.	Assist in the information update of the academic				
7.	Provide for the day-to-day running of the library like power supply				
8.	Support the initiation of workshops and symposium for library staff				
9.	Promote training programs for staff on ICT				
10.	Help library for subscription for e-resources				
11.	Assist in library digitization process as a conservation technique				
12.	Increase library financial reserve for futuristic purpose				

Section G: Systems to encourage library productivity towards driving economic growth

Please indicate the extent to which you agree or disagree with the following statements by a tick in the appropriate box using the keys; strongly agree (SA) = 4, agree (A) = 3, disagree (D) = 2, strongly disagree (SD) = 1

S/N	Statement	SA	A	D	SD
1.	High staff participation in IGR processes				
2.	Mass orientation of available library services to library users				
3.	Improve knowledge management among staff				
4.	Training and retraining of concerned library staff				
5.	Expanding the frontiers of the services provided by libraries				
6.	Creation of a financial management team for the library				
7.	Marketing of library products and services				
8.	Improving customer relationship strategies to be more friendly				
9	Library environment beautification				
10	Expanding library infrastructure				