

Managerial planning and control: Issues and implications for staff development and effectiveness in information centres in information age

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Abstract

Information is stored, retrieved and disseminated by information centres hence they rarely survive without the effective utilisation of professional personnel to actualise the set goals such; as the satisfaction of the users and development of the employees. Information centres, like other organisations today, are fast growing with complex operations and structures which are continually changing and thus require effective employees prepared for goal accomplishment. Studies have identified manpower development programmes through articulated managerial planning and control exercise as one of the critical factors that can enhance survival and improve the organisational and personnel's efficiency. In other word, information centres cannot survive without the use of competent and experienced employees, who must strive to tackle the challenges of a changing world. Investment in manpower development is justified when management is able to get a good return on its investment through staff effectiveness. It is for the above reasons that the paper examined the managerial ability on planning and control towards staff development programme and the resultant impacts on workers' effectiveness. In addition, this paper concludes that in order to achieve a high level workers' efficiency, a conscious and well articulated managerial planning and control programmes that will dissolve the issues and implication associated with staff development exercise and improved efficiency must be put in place. It is therefore recommended that managers should at all-time should develop and maintain a coherent and continuous staff development plans and control mechanism that will yield effectiveness starting from the recruitment to retirement period of the personnel.

Keywords: Managerial planning, control, staff development, effectiveness, information centres

Introduction

The 21st century information centres are becoming more complex and competitive; growing into large, multipart operations whose structures are continually changing and exposing employees to new technologies and ways of doing things (Kalu & Ailakhu 2017). It thus requires employers and employees to be prepared for the ever-changing assignments. It is the duty of managers to employ treaties, internally-integrated framework to facilitate internal control processes, planning and procedures to ensure compliance as well as promote competency and effectiveness of operations and services delivery. Managerial control represents the focus on

employee behaviour, performance; developing and upholding policies and procedures that will produce effectiveness in all aspect of individual workers.

Control and planning is about setting goals and prohibitions and promotion of certain acts in such a way that sanity and harmonious relationship are maintained for better gains. It develops systems to monitor the operating environment, anticipate change, and adjust the human resources plan as the situation demand. The online business dictionary (2018), describe managerial control is a system which gathers and uses information to evaluate the performance of different organisational resources like human, physical, financial and also organisation as

a whole in light of organisational strategies pursuit Control is part of human resource management duties which serves to plan, recruit and train employees to meet organisational needs and respond to changes in the external environment (Kadin-Baumeyer, 2015). The changing values of the work force, coupled with the rapid rate of changes in the technological environment throws a challenge not only to the management but to the information professional in Nigerian, who must design human resources management system to meet the needs of the time.

According to Stilwell (2011), the basic task of information centres revolve around the gathering, storing, processing, retrieval and dissemination of information to meet information the need of users. It is also designed to educate user in application and solving related individual computer needs by providing human and information resources within the centre. Information centres provide new possibilities to access information through the provision of computers, internet, even mobile phones that provide a link to numerous amounts of database, books, journals and pictorial information resources in a digital library. According to Klingenberg and Sigh (2012), there are two conditions which need to be true to use digital libraries: one must own or have possibilities to use a computer connected to the net and must be able to find, read, and use the digital content. There is the need for information centres managers to monitor both internal and external operating environments and asses show changes and trends in technology, the economy, methodology, and other factors affect planning and management functions. In essence, some mechanisms employed to meet societal and individual needs such as information centres must be sensitive to changes, expectations, demands from external and internal environments as well as users and employees. Changes in our society particularly in the values of the

work force calls for the development of new methods that will be able to deal with the situation (Letam, 2013).

On the other hand, Pope (2000) maintained that the organisation should assess the impact of environmental factors on staffing plans, organisational structure and skills mix. Nevertheless, managerial planning helps organisation anticipate the impact of change and respond to such change in a systematic and integrated way. It is the process of analysing an organisation's human resources needs under changing conditions and developing the activities necessary to meet these needs. For instance, to bring about effectiveness in an organisation, the manager through short and/or long term planning process should be able to identify the areas needed for staff improvement and development in knowledge and skills required for effectiveness.

Staff development in present day information centres have become vital and indispensable scheme especially if the vision and mission of the centres are to be realized as well as the needed personality of the employees' job satisfaction, opportunity for growth and career development are to be met. It is the process that attempts to build the capability to accomplish goals that are beneficial to workers, organisation and the community (Broadhaust, 2012). Staff development places an emphasis on organisational learning and it come in several dimensions with such term as professional growth, in-service education, continuing education, recurrent education, on-the-job staff training, human resources development, staff improvement, renewal, talent management, and other combinations of these terms and it is provided at the identified time of need either by the organisation, by an employee group, or by the individual worker. It thus supports the fact that organisational growth is proportionate to the growth and

progress of individual employees and vice versa (Sakwa, 2015).

Obisi (2001) and Khoong (1996) have opined that there is a distinction between training and development. Training is imparting the knowledge and skills required to perform a task or accomplish an objective whereas development is a broader concept that deals with attitudes and habits.

Staff development as an investment in all aspect of human resources is pivotal to the success of modern information centres for the reason that rapid changes in technology and service provision require that employees possess the necessary knowledge and skills to cope with the new processes being introduced. The Cambridge dictionary (1999) defined staff development as the improvement of the knowledge and skills of employees within an organisation by providing them with training. The survival of information centres therefore, depends on how well the managers acknowledge, understand, harness and apply the planning and control skills to the centres to maximise workers' potentials. Ohabunwa (1999) in his submission argued that if organisations develop its employees, managers and superiors would have the confidence to delegate authority to their subordinates but when subordinates are not properly developed, it would be difficult for authority to be delegated to them by their superiors. This implies that greater competence brings greater effectiveness.

Organisations, according to Broadhurst (2012), is the framework through which most society's socio-economic work is carried out and within which individuals seek to satisfy most of their needs. In the same vein, Iglobal online dictionary (2007) described information centre as a centre designed specifically for storing, processing and retrieving information for dissemination at regular interval, on demand or selectively according to express needs. This includes,

amongst others, education resources information centres, health and social care information centres, refugee and asylum information centres and rural information centres. The educational aspect provides information for students, researchers, teachers and general public to improve learning, teaching and decision making.

On the other hand, to increase and improve effectiveness, information centre managers have need of more initiatives, innovation and dedication in planning and control as well as improving the capabilities of individual worker. Gibson (1994) defined effectiveness within the scope of organisational behaviour as the optimal relationship among productivity, quality, effectiveness, flexibility, satisfaction, competitiveness and development. These can only be achieved when the organisation is able to develop its employees to the required level of competence such as effectiveness of individual worker, effectiveness of group and effectiveness of the organisation.

Perhaps, the development in managerial ability and staff development can boost the confidence, morale and efficacy of staff which in turn reflect positively on the competence, productivity, efficiency and effectiveness of workers. In other word, without a vigorous plan and control in the area of staff development, employees' best and competence and effectiveness may not be achieved (Khoong, 1996). Therefore, this article examines the concept of managerial planning and control; issues and how it drives staff development programmes to bring about the desired effectiveness among staff.

Information centres in information and knowledge age

The term library and information centre are often used interchangeably. This is because the distinction among the two is not always sharp. Information centre serves as a research facility that offers a

wealth of relevant information for students, researchers, consultants, law firms, advisory firms, companies, rural and urban population and governments dealing with international and local information. In other word, information centres are design within confinement of information technology (IT) framework which give the users the privilege of using and accessing information through computers. It makes it possible for training users in applications and solving related personal computer problems. The term was widely used when personal computers exploded onto the scene in the 1980s (Raju & Raju, 2010).

Essentially, the classic activities of information centres are aim at giving access to information which entails the collection, arrangement and development of information resources and documents; arrangement of licenses to access information online, helping computers to access online information sources, setting up a web site on the internet as an entryway to the available information. Incorporation of access to information sources in various formats and educating users and prospective users of information sources in the collaboration and co-operation manner as it relate to their information needs.

Types of information centre

Different information centres provide different functions in the provision of needed information to the users. Stilwell, (2011) listed the following as types of information centres:

- Health information centres
- Information centres about asylum and refugees
- Information centres for human right and democracy
- Special libraries
- Visitors centres
- European network of information centre and

- Education Resources Information Centres (ERIC)
- Rural information Centre

The information needs and information seeking behaviour of people vary, so also are the various means of providing and meeting the information. Raju and Raju (2010) noted that community information centres are essential agents for dissemination of information. They have the capacity to assist in developing that bridge that will significantly contribute to the reduction of poverty and unemployment. Stilwell (2011) agreed that rural information centres do have a role in tackling inequality in the society- especially in South African-. He identified the role of rural information centres to include; social cohesion, community empowerment, local and cultural identity, health and well-being, personal development, and local economy.

The implication of managerial planning and control

Planning and control are not separate processes but a continuum moving towards where the organisation wants to go and the necessary activities to accomplish set goals. It is also use as a measurement to know the extent to which goals has been reached. Planning without control is of futile effect given that there is no way to ascertain the extent to which the plan is achieved whereas control without plan is meaningless in view of the fact that there is no purpose for the control. Weihrich and Koontz (2003) asserted that any attempt to control without plan is meaningless since there is no way for people to tell whether they are going, where they want to go (the result of the task of control) unless they first know where they want to go (part of the task of planning). Plan thus furnishes the standards of control while control is a continuation of the planning process. Plan provides the structure for the control scheme and processes and change in the plans ought to be accompanied by parallel changes in the controls else, the

organisation would experience some unpleasant consequences in performance and effectiveness.

On the other hand, information managers that are involved in planning and control are concerned with managing the activities of the operations so as to satisfy users' needs and enhance effectiveness of the staff in the information centre (Sheckle, 2015). All operations in information centre require managerial planning and control, although the degree of formality and detail varies. Planning and control is concerned with the reconciliation between what the users require and what the operation's resources can deliver. According to Bloom and Reenen (2010) planning and control activities enhance the systems, procedures and decisions which bring different aspects of activities together. The purpose is always the same – to make a connection between supply and demand that will ensure that the operation's processes run effectively and efficiently and produce services as required by clients.

In addition, if the control strategy is clear, well-coordinated and communicated, the employees will be more positioned to know the deliberate direction as well as remain focused. It also makes the corporate values that are *measured* and rewarded to align with workers behaviour and build commitment (Sullivan 2011). According to Sheckles (2015), several managerial planning and control mechanisms are used by managers to meet organisational goals, improve staff development and to increase effectiveness, these includes: performance appraisals, discipline policies, employee observations and, employee development/training programme.

On the other hand, planning in the general term means identifying the project work and plans to move future; making decisions, setting up a blue print for the future, striving to minimize waste, improve effectiveness, create atmosphere

for team work, tasks assignment and gives sense of directions.

Types of managerial planning

Plans are of various types formulated to achieve specific or general purpose plans namely:

- i. *Strategic*: This plan is designed for the entire organisation with the focus on the vision and mission as important points. It is usually done by top managers, chief executive officer CEO, president of the organisation
- ii. *Tactical*: The aim of tactical plan is to support and interpret the strategic plan to different individual units and departments within the organisation. It is usually handled by middle level managers
- iii. *Operational*: These are the plans made by low level manager, usually the plans for specific procedure and process that occurred within the lowest organisation (Dutta, 2005, Sgardea, Sabau & Vuta, 2011)

In general terms, managerial planning becomes the process of developing programs, policies, and procedures which specify how employees filling each position will be recruited, selected, evaluated, trained, compensated, and retired which allows for periodic assessment of the gap between employee service and clients' expectations. It makes way for the organisation to assess current issues and project shortages and/or surpluses before they become critical.

In information centres, planning should include, amongst others, the processes for the development, requisition, and funding of new projects and should be periodically reviewed to identify possible improvements or otherwise in human resources investment returns. The main objective of establishing a managerial

planning system is to create a structure that will live on while achieving the aims of the centre.

According to Sgardea, Sabau, and Vuta (2011), planning can be done for the present and/or the future. The scholars listed the following as advantages of managerial planning:

- Fulfilment of organisation goals,
- Helps to create opportunities for implementing decisions
- To help organisations implement systematic plans and fulfilment of goals
- Only effective planning can be adapted organisation to the rapid growth of technology in environment.
- It increases economic growth at every level.
- Financial planning and budgeting is a tool to control the activities.
- It helps to boost morale of teamwork and leads to increasing organisations efficiency.

It is of fact that managerial planning in information centre can help the centre to achieve its set goals, also enhance individual and corporate chances to create opportunities that are necessary for growth and advancement.

Managerial control

Managerial control is part of human resource management which serves to plan for, recruit and train employees to meet organisational needs and respond to changes in the external environment (Kadin-Baumeyer, 2015). These definitions recognise that a system of internal control extends beyond those matters which relate directly to the functions of the budgetary departments but all departments in an establishment. It is pertinent to know that an effective system of internal control requires an organisation-wide commitment to

implement and maintain effective policies and procedures to ensure compliance with applicable laws and regulations.

Management control becomes the process through which managers use their power to influence other members of the organisation to implement strategies, to realize goals and objectives. It integrates facts on long, medium and short terms, having well determined implications in human factors, objectives and assignments (Sgardea et al,2011). The concept of control in managing an organisation is regular activity that determines the expected results in certain operations standards to evaluate deviations and differences observed and to determine their level of importance and do necessary reforms to accomplish the goals and mission of the organisation (Siamak, Shahram, Arabani, Talebi & Asadi, 2013). For instance, the activities of manager in information centre are to employ a systematic control effort to ensure that the operational procedures, standards and objectives of the centres are maintained and to proffer directives or guideline where there is deviation.

Types of managerial control

Managers employ different managerial control measures in the pursuit of the organisational goal. Scholars have identified different types of managerial control to include:

- Feed forward: This occurs when the manager focuses on the management input-personnel and/or materials
- Concurrent: Hands on management supervision during project
- Feedback: This deals with qualitative measures of customer satisfaction
- Proactivity: Maintenance of behavioural control and

organisational culture (Sgardea et al, 2011).

Managerial control is to ensure that the skills, ideas, knowledge, innovation and creativity of individual worker are ultimately and effectively utilised; by the way of planning, coordinating, decision making and direct supervision of workers activities. Obisi (2001) asserted that in some cases a multiple managerial control measure may be possibly combined and applied depending on the prevailing circumstances. The focus, circumstances and target of the manager determines the particular type of control to be employed to ensure conformity, optimal utilisation of available resources for effectiveness of the entire system in most cases by embarking on available staff development programmes.

Staff development and effectiveness

According to Dutta (2005), staff development refers to the processes, programmes and activities through which every organisation develops, enhances and improves the skills, competencies and overall performance of its employees and workers. Organisation begins to feel a need to systematise its management of manpower at every stage of its development. Staff development fosters initiative and creativity of employees and helps to prevent manpower obsolescence, facilitates the recognition and aggregation of different kinds of human inputs (Arnoff, 1971). Hence, effective staff must aim without fail the goals that directly or indirectly focus on the achievement of organisational goal. Thus, effectiveness is built around the extent to which task is accomplished efficiently; for a worker to be competent, he must possess the necessary knowledge and skills, knowledge and training to able to perform effectively.

Staff development revolves around the issue of profitability, productivity,

growth and marginal returns as it reflect different level of skills and knowledge acquired through investment in staff development programs. This therefore, means that management policy on staff development will no doubt create a link between staff development, productivity and effectiveness (Bloom & Reenen, 2010). For instance, managerial planning route must design and envisage as correctly as possible the workers skills and capabilities necessary to meet both staff and organisational needs in the immediate, short and long-range future. Staff development ought to help in keeping the system alive and important and add to staff effectiveness in the discharge of their duties. It is an on-going process where emphasises are lay on the growing of individual workers. It is developmental in the sense that it is projected towards achieving the set goals of the organisation and to help the individual worker toward the attainment of higher level of effectiveness and self-fulfilment.

According to studies from management consultants the largest single factor driving job satisfaction is the opportunity for growth and career development (Bathurst, 2007). This implies that staff development practice creates avenue for workers to attain goals in the areas of achievement, satisfaction, and self-fulfilment. It is economical both to the workers and to the organisation; for instance, it is cheaper to train/develop worker than to hire new one. Staff development promotes an atmosphere that assists personal self-fulfilment, organisational effectiveness, staff creativity, and system renewal as well as serves the organisational system's primary goals by enhancing and achieving staff effectiveness in the discharge of duties.

Among the styles in managerial capability today include tying staff development to the motivation, deployment, and placement of employees within the organisation to increase the staff

and system's effectiveness. This also shows a link to talent management where the strength rather than the weakness of workers are used to realise greater employees' effectiveness.

Methods of staff development

An organisation may adopt a particular method or combination of methods in the pursuit of staff development programme. According to Choo (2007), such methods may include the following:

In-service training: In-Service Training offers more than just increased knowledge. It offers the added advantage of networking and drawing from others' experiences (Choo, 2007). Due to the dynamic nature of the business world and technologies in service training are usually imbibed to inculcate a new technology/innovation into members and the system.

Conference: Conferences are usually short and precise with key note address, discussions by speaker after speaker and various paper presentations and followed by discussions. It is usually organised in sections. Conferences of professional bodies are often organized by, local, regional, national, or international societies, and held annually, bi annual, quarterly or on regular basis.

Seminar: This is a form of instructional pattern organised and delivered by either at an academic institution or by a commercial or professional organisation. Aimed at bringing together small groups for recurring meetings that focuses on some particular subject, in which everyone present is requested to actively participate.

Workshop: An organised forum where topics on issues are discussed by experts where individuals can meet others with the similar interests, problems and concerns that they may have in their selected field.

Symposium: It comprises experts in a field which could be drawn from different fields focusing the theme. The presentation could be in the form of a research paper, a review, or a model to visualize professional problems and issues in a given context

Mentoring: It is the process that helps employees do the right thing by exposing them to their superior that know how to do the right thing in order to perform more effectively and gives the employee more satisfaction (Choo, 2007).

Issues in staff development programme

Although many employees recognise the high value those in management place on training and development, some employees and employers are still reluctant to engage in it. Some scholars Sarkwa (2015) have identified some challenges of staff development programmes that most encountered by managers which include:

- Lack of funding for staff development needs
- Constrains of time
- Manner of staff development implementation
- Some workers do not see the need of development/training. They feel they have mastered the act of performing their duties
- Lack of coherent staff development plan/programme

Staff development ought to enhance competence and effectiveness of the individual workers in information centres if properly applied. While we agree that the benefits of staff development far outweigh its costs, it is reasonable to say also that there could be costly which if not well managed can adversely affect effectiveness. For instance, losing an employee after he has been trained to a competing or other firm or organisations; layoff as a result of unfavourable

economic climate, death, and underutilisation of the trained employee

The staff effectiveness

Webster's New Riverside University Dictionary (1984) described effectiveness as a noun is related to producing desired or intended effect. As such, the outcome is very specific and factual. Khuda, Azhar, and Shafqat (2013) asserted that staff effectiveness entails personnel intent to demonstrate a clear picture of his personality traits to lead and to work with due interest, pleasure and satisfaction. In fact organisational climate [though it vary from place to place] and the personality traits of the employee are the best determinants of his effectiveness.

Also, on the march towards organisational goal achievement, the dimensions such as competence, accountability, accomplishment, organising, planning, responsiveness, communication, accessibility and interpersonal relationship [as it is influenced by internal and external mechanism] can be used to measure and evaluate workers' effectiveness in line with managerial planning and control and staff development paradigms. Therefore, continuous planning and implementation of sound staff development programme thus play a significance role in upgrading the level of competence and effectiveness of individual worker in particular and the organisation at large. Accordingly, staff effectiveness can be determined by certain factors such as organisational culture, personality traits of individual worker, relationship building and communication and networking and team work. All these are practicable through the managerial planning and control capability aimed at staff development mechanism in place (Ohabunwa, 1999; Khuda, Azhar & Shafqat. 2013).

Issues in managerial planning and control in information centres

There are various issues in the managerial planning and control which are visible in any organisation. Hence, Lazear and Kathryn (2008) posited that it is the duty of the managers to manipulate and proffer sound and enduring solution to overcome them. The issue include:

Constant change in technology: The present 21st century has brought about the highest invention, innovation and creativity in the area of technology more than any other centuries. The changing values of the work force, coupled with the rapid rate of changes in the technological environment throws a challenge not only to the human resources managers in Nigerian corporate organisations, but also to other part of the globe.

Dynamic environment: The ability for society changes or continuous changing, fluctuating upward in innovation, services, power applications, globalisation and ICT revolution has become an issue in planning and control.

Unstable eco-political policies: Uneven external mechanism such as governmental socioeconomic policies most times poses as a challenge to managerial planning and control.

Centralisation of Planning Pattern: Initially there were unilateral flow of planning and control from top to the bottom making it easier and quicker but recently, lower workers involvement in planning though with certain advantage has brought delay and clumsiness in decision making (no more vertical, now horizontal).

Lack of coherent policies: Policies are the lay down principles, rules, guidelines that act as a guide toward attainment of set goals. Most managers lack logical well articulate or sound policies on ground that

helps them to coordinate activities of planning and control of resources. Fulop and Roemer (1982) in their review of the international development of human resources (HR) management policy, pointed out that the traditional separation of the training and development of personnel has been a major hindrance to the development of coherent HRH policies.

No continuity and sustainability of control and planning: Planning ought to be a continuous process where each one feeds into the next but, there is a lack of coordination and linkage between one set of plan to another creating room for distinctiveness and cycle brakeage. The problem of continuity of planning and control programme in which subsequent managers carry on from the predecessor are lacking. While some managers fail to engage in planning and control that is appropriate to them, others fall short of not assessing the initial process to consider its effect and workability.

Organisational factors: Factor such as geographical location, people and organisational culture varies in every organisation which affects every aspect of organisational and human endeavour therefore if not properly harnessed by HRM, the internal system or mechanism may have a negative effect and vice versa.

Managerial planning, control, staff development and workers effectiveness

Managers ought to design a well-articulated plan to drive staff development and workers effectiveness that will revolve around the suitability of workers needs and the attainment of organisational goal as illustrated by Figure 1.

Stardoma (2015) maintained that staff development in the workplace is the key to maintaining a high standard of productivity. By integrating a successful system of employee training and

development, HR can keep employees knowledgeable, highly productive and motivated through various planning and control mechanism. For instance, Sheckles (2015) noted that there are ways by which managerial control mechanism and planning strategies influences staff development which lead to effectiveness such as:

Performance appraisals and evaluation: One of the managerial planned control is the performance appraisal used to evaluates an employee's performance against the standards set by the organisation, documents the performance and yields measurable information that can be used to provide valuable feedback to the employee.

Discipline policy: The policy that addresses employee behaviours and performance. Discipline policies involve corrective actions and steps to redirect behaviour or enhance the performance of employees who are not meeting goals.

Employee observation: An employee observation is a physical observation of employee performance. The manager according to Sheckle will be able to provide feedback on positive and negative performance based on his observations.

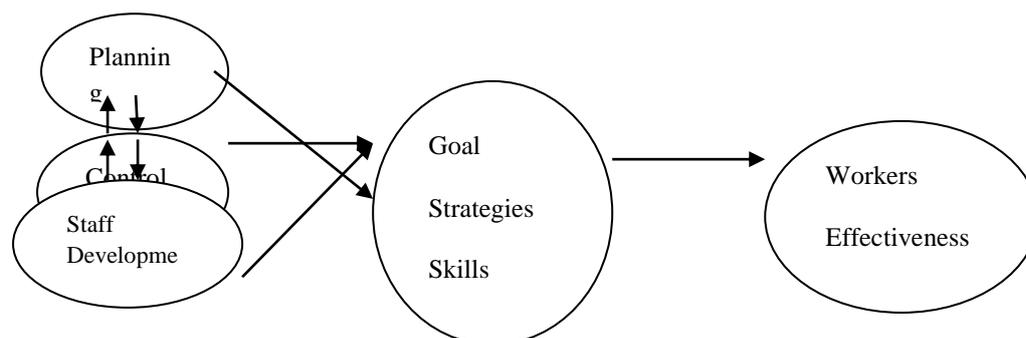
Reinvigorates old skills through training: Managerial planning and control is a process of identifying needed skills to perform jobs or tasks and then developing a plan to impact them to employees in the form of skills training and professional development aimed at accomplishing the organisational set goals

Knowledge sharing: This involves knowledge management capability that allows workers to share knowledge especially tacit knowledge and appropriate useful information within them to increase competence and effectiveness

Job definition: A clear designation of role and function of individual worker to determine the level of compliance and effectiveness in accomplishment of a given task.

According to Baridam (2012), many practical benefits accrue to the organisation that engages in training and development

programmes include; increased productivity as qualifications are enhanced, less waste, less machine maintenance, fewer accidents, less labour turnover, increased employees job satisfaction, improve the employees' self-esteem and more confidence in management.



Source: Adapted from Stardoma (2015).

Figure 1: Articulated plan to drive staff development and workers effectiveness

Conclusion

This paper discussed the concept of managerial planning and control as an implication for staff development programme that result in individual and corporate effectiveness in information centres. Managerial duties represent the cutting edge of any organisational practices in managing a costly and valuable resources therefore must employ better practices, systems and policies that will yield effectiveness. Information centres as a place where information are stored retrieved and disseminated need to create a managerial planning and control system that will live on while achieving the aims of the organisation. All the systems and practices that bear on effectiveness of workers and the organisation must therefore be planned to synchronise as the total structure; job evaluation, job definition, compensation, appraisal, selection, training and development and workers conformity to rules and regulations. Control and authority can enhance or hinder decision-making — a lack of control and excessive

freedom can result in waste, duplication, and a lack of focus. In direct contrast, micromanagement and excessive rules can slow decision-making and employee development. Effectiveness is maximized when there is enough balance so that employees have enough control, authority and permissions to make most operational decisions. Effective control and planning of manpower development will, therefore, not result from simple gimmick solutions, but only through a broad, carefully and coordinated management approaches towards efficiency and productivity.

The following are recommended in the light of what has been presented:

1. Managers in information centres should at all-time develop and maintain an articulate and coherent plan for staff from the recruitment to retirement
2. Managers should also develop a dynamic and stable planning and control structure for continuity where a succeeding manager will follow lay down procedure toward

staff development and effectiveness

3. Managers should adopt and maintain internal rational control mechanism at all time in order to maintain conformity of worker and stability of the system.
4. Information and knowledge sharing culture among staff should be encourage at all time to bring about the much needed cooperation and effectiveness among the staff.
5. Also, training and staff development plan should be mandatory and a continuous process through which accomplishment is achieved and effectiveness increased.

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