Abstract
Academic library refers to the type of library found in higher institutions of learning. The primary function of such library is to render services to the society by enabling its citizens to undertake studies and conduct research. To perform this function successfully, academic libraries must be provided with adequately experienced and qualified professionals and support staff. This paper examines the implications of recruitment, motivation and training for the development of academic library in Nigeria. The implications are itemized and recommendations are made for improvement.

Introduction
Academic library is a resource unit within an academic institution of learning which hosts and makes available for use, academic resource materials in print and non-print forms. The importance of academic library in academic institutions of learning cannot be over stressed. According to the British Academic Librarians University Grants Committee (1921).............. Academic library is the central organ of the institution through which the entire character and efficiency of the parent body might be judged. It provides materials that encourage and assist research and promote learning and intellectual development of teachers, researchers and learners.

Academic library is not an overgrown college library nor is it closely akin to a big public library. It is a conglomerate of highly specialized operations ranging from a wide spectrum of acquisition techniques to cataloging, from about thirty to fifty languages and dialects. A situation of this nature requires increased departmentalization and compartmentalization demanding rationalization, co-ordination and improved methods of communication. Since academic library requires increased number of departments that need to be co-ordinated by improved methods of communication system, the recruitment of staff, their motivation and training are essential to the development of academic libraries particularly in Nigeria.

Recruitment
This is concerned with activities aimed at attracting sufficient number of potential recruits to an organization in a cost-effective and timely manner to ensure that the organizational structure's demand for manpower is met. Recruitment is conducted mainly by personnel specialists who are in touch with the organization's labour market and who endeavour to interpret the labour demands of their colleagues. Recruitment policies constitute the code of conduct which the organization will prepare for use in its search for possible recruits in the labour market. These policies involve the preparation of job descriptions and personnel specifications which supply the basic information required to notify the job vacancy-internally via notice boards, externally via advertisements and/or job agencies.

In recruitment, selection process is needed as it is concerned with producing the right blend for the organization at a particular point in time. Selection activities are designed to:

i. Identify those candidates who, on the evidence available, appear to be most suitable for vacancies concerned,

ii. Persuade those candidates to join the organization by making accepted offer of appointment to them.

Selection activities are dominated by application procedure and by interviews the achievement of this situation depends mainly on the skills and competence of the interviewer(s) in terms of how well prepared he (they is (are) and how well he (they) handle (s) the progress of the interview. Selection procedure in a number of organizations are supplemented by the use of psychological tests. This type of test provided useful information which adds to, or confirms other information arising from application forms or interviews.
Selection of Staff Academic Library

Academic library is a sensitive professional unit of any institution of learning and must be treated as such. There are two (2) main cadres of staff in any typical academic library. These include the managerial/professional known as the librarian cadre and the support staff popularly referred to as the library officer cadre and others. Each of these has specific qualification and experience that qualify these individuals for selection.

According to Aguolu, and Aguolu, (2002:20), "the primary objective of Nigerian academic librarians is service to the society. This cannot be attained if the right caliber of staff are not recruited...it is a common practice in most institution of learning in Nigeria, however, that such vital and very important criteria are often compromised with and manipulated in favour of "connections and "nepotism". This often leads to selection of the wrong person with the result of poor quality of job done or no job rendered at all. It is advisable here that selection of staff for academic libraries in Nigeria should hunt for and engage the best qualified and best experienced. This will ensure quality job performance and service delivery.

Motivation

The personnel goals of any organization are job productivity, individual persona! development and satisfaction and the overall development of such an organization (Cole, 1993.3). This is also the case with academic library. These goals can only be effectively promoted through a programme of personal development grounded on suitable motivation, training and supervision.

According to Bryson (1999 :215), motivation is linked to management's flexibility". Flexible working hours and benefits allow the individuals to pursue personal lifestyles while increasing their commitment and contribution to the organization! Bryson (1999:215), further asserted that "organizational strategies that promote performance-base compensation, job enrichment and job enlargement can also act as motivators. Without able supervisors to train, direct, encourage, and review, the best policies with not have any positive effect. The talent needed to operate in the library's crucial positions such as loan desk supervisor, book stock manager, chief serial record attendants and others, is-set merely a thorough technical knowledge, although that is mandatory, it is also the ability to lead and motivate library staff.

Motivation of staff is not easy to attain. It is however, as important as salaries and fringe benefits in enabling goals to be achieved. It has been wide spread practice to fit people into rigidly defined jobs, whereas ideally, assignment should rather be fitted to individual talents. Good personnel administration will seek ways of satisfying employee's psychological needs, giving him a feeling of responsibility and accomplishment.

Participative management theory, states that, employees are motivated by drawing them into decision-making process so that they can relate their personal goals and achievements to those of the organization. This philosophy is becoming increasingly popular and important in academic libraries. It makes them more highly organized with their staff. The generally noticeable trend in the management of academic libraries today is to move from service-led to cost-led environment where more emphasis is placed on the cost of management than the quality of service rendered. In this movement, styles of autocratic management are becoming increasingly identifiable. This development shows little or no concern for employee's feeling and motivation so long as the budgetary provision for running the library is adequate. This given rise to the exploitative those in the measurement of libraries outputs. The general opinion of academic library experts is that objective assessment of the standard and level of productivity of academic libraries should utilize the quality of motivation of staff. For academic libraries to function effectively, motivation of staff should be made a fundamental duty of academic libraries.

Training

Hugo, (1977:221), observed that "training involves teaching (of) skills and giving (of) instruction.

Training usually implies preparation for an occupation or for specific skills. There are three (3) main types of training involved in the preparation for an occupation or job. There are:

i. Pre-job training

ii. On-the-job training

iii. Post-job training

Pre-job training refers to the type of training obtained before one is engaged on the job. It equips the individual with requisite qualification and competence for job performance. The duration of such training varies depending on the simplicity or complexity of the skills needed for the performance of such a job. It is, however longer than that which is required for no-the job training. On -the -job training on the other hand is a type of training provided for employees on the job. It is periodical and of shorter duration than (hat of pre-job training. The purpose is to enhance efficient productivity and job performance. Post-job training refers to the employees' terminal training preparatory for retirement or disengagement from job. Ail the three (3) types of training are very vital for efficient management of academic library. Staff training, whether pre job. on-the- job or post-job is job oriented
rather than personal.

Human resources are the most dynamic of all the organization's resources, hence they need considerable attention from the organization's management if they are to realize their full potential in their work.

Effective administration of academic libraries calls for steady application of experience and training to complex academic and technical problems.

The scope of training activities as in most other activities in an organization depends on the policy and strategies of the organization. Some organizations prefer to recruit staff that are already trained or professionally qualified. This type of organization is prepared to pay the top market rates for skilled staff. The others pay less attention to staff-on-the-job training and development. According to Line (1990), however, one of the reasons for establishment of Industrial Training Boards (ITB) in Britain was precisely to ensure that all organizations in their scope contributed to the total training cost even if they carried out little or no training themselves. Industrial Training Boards (ITB) are responsible for the existence of Industrial Training Funds (ITF) which partner with organizations and institutions to fund various forms of industrial trainings either on-the-job or while on course.

Example
- medical students
- Housemanship
- Legal Students
- Law school
- Student Teachers' Teaching Practice
- Vocational and Technical students (SIWES)

It is essential an organization sees the important role of training and development in the provision of skills and improvement of employee motivation. A term frequently used to describe well organized training is "systematic training". Systematic training can be illustrated as a cycle of events as shown below:

**Systemic Training: The Basic Cycle**

Once training organization is set up, the next step is to establish what the training and developmental needs of the organizations are (Rogers and Weber 1971:30). This involves the use of job descriptions, employee appraisal records and other relevant data which may indicate such needs.

This step is followed by that of planning the training required to meet the need identified. This involves setting the budgets and timetables, deciding on the objectives, content and methods of training to be carried out. Having implemented the required training. It is important to evaluate the results. The outcome of such evaluation may demand that subsequent changes be made to the content and methods of training. Form here the events move on to identification of new needs which then starts the cycle afresh.

**Benefits of Systematic Training**

Below are some of the benefits of systematic training.

1. provision of a pool of skilled manpower for the organization.
2. improvement of existing skills.
3. increase in the knowledge and experience of employees.
4. improvement in job performance with resulting increase in overall productivity.
5. improved service to customers.
6. greater commitment of staff due to increased motivation.
7. increased value of individual employee's knowledge and skills.
8. personal growth opportunities for employees.
Implications of Academic Library Development
1. efficiency of academic library depends on the adequacy of its professional and support staff.
2. when selection/recruitment of staff of academic library is compromised or manipulated, the result will be poor management and poor or no service delivery.
3. poor staff motivation breeds poor morals, discouragement and frustration.
4. motivation of academic library staff is an important as payment of their salaries and fringe benefits in enabling goals to be achieved.
5. training has both time and money resources implications. These are often said to be in limited supply.
6. proper training guarantees quality service delivery.

Recommendation
For proper functioning of academic libraries in Nigeria, the following recommendations are hereby made:
1. Adequate professional and other support staff must be engaged.
2. selection of such staff should utilize both sanitized oral interview and psychological testing devoid of compromise and manipulation.
3. selection of staff for academic libraries in Nigeria should hunt for and "engage the best qualified and best experienced.
4. participative management policy which ensures adequate motivation of employees should be put in place in all academic libraries in Nigeria.
5. adequate time and money should be committed to the training and re-training of staff of academic libraries.

References
Academic Libraries University Grants Committee (1921). The Report *Great Britain*. 