Feedback Information in Decision Making of Librarians in University Libraries in South East of Nigeria

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Abstract
This study examines feedback information in decision-making of librarians in the universities in South East Zone of Nigeria. The survey research design was used while a questionnaire instrument titled 'Feedback Information and Decision-Making of Librarians Questionnaire' (FIDMLQ) was used for data collection. Population of the study was 103 librarians in leadership positions in university libraries in southeast zone of Nigeria, comprising of university librarians, deputy university librarians, and heads of units. The entire 103 librarians were used as the sample size for the study. Seven research questions were answered and data analyzed using IBM SPSS version 17 software to calculate the mean and standard deviation. The findings revealed that librarians in the universities of southeast zone of Nigeria use feedback information from the following data generating tools namely; questionnaire, interview, observation, library statistics, graffiti and suggestion box in decision-making. The study identified some problems that militate against effective management of feedback information in the library. These include lack of feedback policy, inadequate funding, uncertainty of authenticity of feedback information, time constraints, poor management attitude, inadequate skill to analyze and interpret feedback information, insufficient institutional support for feedback collection, etc. Based on the findings of the study, recommendations were made on how to solve these problems such as formulation of a well-articulated feedback information generation and application policy, adequate funding, updating of library statistics, establishment of feedback information unit in the libraries etc. The study concludes that properly and adequately harnessed feedback information in the service delivery of the libraries will greatly enhance the policy objectives of the libraries.

***Keyword**: Feedback information, Decision-making, Librarians, University libraries, South*

1.1 Introduction

Effective management of organizations is a function of quality policy decisions anchored on effective use of information (feedback information). Consequently, effective use of information

generated through feedback becomes a *sine qua non* for the achievement of organizational goals and objectives. Feedback information is the "pivot" or the "fulcrum" of the organizational decision-making and reveals organizational performance in the light of its enabling goals and objectives by expressing the perceived opinions, views and feelings of the environment towards the product and service of the organization. The perceptions of the environment are ploughed into the system for further decision-making for better product and service delivery.

Shedding more light on this, Kast and Rosenzweig (1974) opine that feedback information is an informational input from the environment to the management. As the environment reacts to the organizational output, it produces information, which is returned to the system as feedback information for subsequent decision-making. Thus, continual feedback concerning the activities of the organization is an important tool for managerial decision-making. It expresses the interplay of a two-way process of information flow between the source and the receiver that result in "cause and effect", "action and reaction" activities of the organization on one side and the environment of the other side (Solomon-Uwakwe, & Onyeneke 2009). Feedback as a concept is concerned with ascertaining the applicability or usage of information to a given situation and the validation of such information. This means that feedback is generated by the end user as information that is directed to the source with a view to modifying, controlling or improving further generation of information. Feedback information is a tool for management control system and for monitoring organizational performance. Kast and Rosenzweig (1974) observed that the control system monitors performance and provides information, which is used for decision. Thus, feedback monitors the system and generates information which

management uses to reshape subsequent decisions

Libraries are information-based organizations, which engage in constant decision-making activities that determine their operations. These operations include planning, staffing, organizing, directing and controlling of services and resources of the library. The ultimate aim of these operations is the attainment of library goals and objectives. The cardinal objective of library is the provision of quality resources and services for the satisfaction of users. Feedback helps the library managers to find out the level of satisfaction of its patrons towards library resources and services. It has been noted that to determine whether objectives are met, the perception and opinion (feedback) of library users should be sought. Hence university libraries need continuous feedback strategy in order to avoid losing touch with their organizational goals and objectives (Agboola2001).

Feedback may come in the form of criticism or commendations, which communicate the thoughts, opinions, and feelings of library patrons to the library management on the product or services received and could inform the future management decision or policies in line with the library goals and objectives. Through feedback, the patrons and the library managers come together as partners in progress to play complementary roles towards the pursuit, realization, and sustenance of the noble goals and objectives of the library. As the management enunciates policy, decision translated into products or services, the patrons mirror their actions through feedback, which is played back to management for future decision. Thus, feedback engages the managers and their patrons in constant interaction and dialogue, which enables the managers to evaluate the quality and effectiveness of their resources, services, and truly assesses its strength, weakness,

opportunities and even threats. There is therefore no gainsaying the fact that any library management with a passion for success must engage in continuous, effective feedback information generation that will enable them package and repackage quality product and services that satisfy the needs of the users. It is against this background that this study examines the librarians' use of feedback information indecision-making in libraries in South East Zone of Nigeria. In the context of this study, the term librarians refers to information professionals holding managerial positions that enable then to make decisions in libraries.

1.2 Statement of the Problem

Though feedback information is indispensable in libraries' decision-making, our experience as a practicing librarians for over twenty years reveals that librarians attitude toward feedback information generation and use leaves much to be desired. For instance, many libraries do not have or maintain tools for generating feedback. Statistical data is not available in many libraries and where they are available they are haphazardly kept and hardly updated. Suggestion boxes are not placed at a strategic position and are poorly consulted. Again many libraries do not have a well-articulated feedback information policy. Situations such as these impede effective generation and use of feedback information which ultimately could jeopardize the accuracy and quality of decisions of the library. In the light of this, provision of quality resources and service delivery will be endangered.

This study therefore, was conducted to investigate the librarian's use of feedback information in decision-making in university libraries in south East Zone of Nigeria.

1.4 Research Questions

The study was conducted to answer the following questions.

1. What is the mean rating of the use of feedback information generated from questionnaire in decision-making by librarians in South-East zone universities?
2. What is the mean rating of the use of feedback information generated from interviews in decision-making by librarians in South-East zone of universities?
3. What is the mean rating of the use of feedback information generated from observation in decision-making by librarians in South-East zone universities?
4. What is the mean rating of the use of feedback information generated from suggestion box in decision-making by librarians in South-East zone universities?
5. What is the mean rating of the use of feedback information generated from library statistics in decision-making by librarians in South-East zone universities?
6. What is the mean rating of the use of feedback information generated from graffiti in decision-making by librarians in South-East zone universities?
7. What are the problems that militate against effective use of feedback information in the library

2.1 Review of Related Literature

Feedback is a phenomenon, which derives from the totality of human life. It is relevant to all fields of study and it occurs naturally in our daily lives as an action begets actions and events give rise to more events. Human decision-making is largely based on, and enhanced by the concept of feedback. .Looking at feedback from the point of view of decision-making, Golec, (2004) states that it is the transmission of evaluative or corrective

information to the original or controlling source about an action, event or process. Such transmission informs or forms the platform of future policies or decisions. Golec went on to observe that managers try to estimate the correctness of their past actions by observing the output of their decisions or managerial indicators and introduce necessary corrections. By this way, feedback information becomes a very critical factor in decision-making.

Solomon and Onyeneke (2009) aver that feedback is the "pivot" of the "fulcrum" of organizational decision- making process, whose indispensible role cannot be easily ignored or overemphasized. Feedback is an essential ingredient for decision-making. Its role in assessing, monitoring and regulating the activities of organizations in the light of its objectives are quite fundamental. Uwakwe & Njoku (2012) observe that whenever decision is implemented, managers should not assume that the outcome must support the original objectives. Hence, Gibson, Ivancevah and Donney (1994) insist that a system of follow-up and control (evaluation) is very essential to ensure that result agrees with expectation at the time the decision was being made. The outcome of every evaluation is feedback and it is returned to the system for further processing and decision-making.

Feedback serves as a motivation for many people at the work place. When one receives a positive or negative feedback, he or she decides how he will apply it to his job. Supporting this, Golec (2004) points out that one of the most important consequences of feedback information lies in its influence on consistency and motivation of the decision-maker. He states that a positive feedback motivates decision-maker to continue with the previous chosen course of action with only slight modifications.

In the library, feedback information is used interchangeably with user perception in monitoring library performance. Library

performance is measured by the extent of user satisfaction with library resources and services. Nwosu (2007) opines that measuring user satisfaction in terms of services rendered by the library has been one of the ways libraries have always determined quality assurance. He further stresses that two basic steps involved in doing this are by establishing key indicators that drive customer satisfaction and collecting data regarding the perception of quality of services received by customers. He suggests that the library should engage in constant interactions with users to obtain feedback information needed to achieve quality and standardized service for the satisfaction of information need of its users. In this regard, Agboola (2001) opines that university libraries need continuous feedback strategy in order to avoid losing touch with their organizational goals and objectives. Eze (2005) insist that feedback help to maintain a consistent user satisfaction monitoring (USM) which is fundamental in Total Quality Management.

Feedback information can be generated using various data collection instruments. In the words of Agboola, (2001), Okoro & Udoumoh (2005), Olaruyomi (2009), questionnaire and other survey techniques are used in the library to gather feedback on the effectiveness of library resources, facilities and services. Tiamigu (2004), notes that the commonest data collection instrument in library and information science is questionnaire, interview, observation and documentary analysis.

One of the problems that impede effective use of feedback information in decision making is time constrain. Feedback information generation is a time consuming task. Time is taken to design, distribute, collate, analyze and present information generated through feedback. This time lag hinders effective application of feedback in the library for decision-making. Feedback

delays impacts negatively on decision-making and hurts performance. Feedback delay refers to the length of time it takes for the effect of decision to be known (Lurie & Swaminatha 2008). It means that the decision maker must make decisions without knowing the outcome of the earlier decision.

3.1 Research Method

The survey research design was used for the study. The geographical area used for the study is the area referred to as the South-East zone of Nigeria. The population of the study consists of all the librarians in leadership position in South-East zone of Nigeria and they comprise of the university librarians, their deputies and heads of units of the library under study. The population of the study is 103 librarians made up of 10 university librarians, 17 deputy librarians and 76 heads of units. The entire population of 103 librarians in leadership positions was

purposively used as sample. The instrument used for data collection is the questionnaire which was structured and designed along 4 pint scale to register the extent of agreement and disagreement with a particular statement of opinion. Total of 103 questionnaires were distributed and all of them were duly filled and returned representing 100% response. The data was analyzed using IBM, SPS software for calculation of the mean and standard deviation. The research question was answered using the mean score. Any mean score that is above the benchmark mean of 2.5 is accepted while any one below is rejected

4.1 Data Presentation and Analysis

Research Question 1: What is the Mean Rating of the Use of Feedback Information through Questionnaire in Decision-making by Librarians in the universities in South-East zone?

Table 1: Distribution of the Mean Score Responses of the Respondents on the Use of Feedback information Questionnaire for Decision-Making

S/N	Use of Questionnaire in Decision-Making on Library Issues	No of response	SA	A	D	SD	Mean	Std.D	Decision
1	I rely on the opinions of library users generated through questionnaire when making decisions.	103	35	64	4	0	3.3	.539	Positive
2	I employ the views of library users generated through questionnaire on the incompetence of library staff to make decisions.	103	32	64	7	0	3.2	.568	Positive
3	I utilize information generated through questionnaire on the competence of library staff in decision- making.	103	38	62	3	0	3.3	.534	Positive
4	Information generated through questionnaire on the currency of library materials is useful to me in decision-making.	103	39	59	4	1	3.3	.598	Positive

			SA	A	D	SD	$\bar{x}$	Std.	Decision
5	I utilize information on the lightening condition of the library generated through questionnaire in making decisions.	103	26	64	12	1	3.1	.631	Positive
6	I rely on feedback information generated through questionnaire on the improper arrangement of library materials on the shelf in making decisions.	103	30	63	9	1	3.2	.622	Positive
7	I utilize Information generated through questionnaire on the conduciveness of the library for reading in decision- making.	103	36	61	6	0	3.29	.571	Positive
8	Information generated through the questionnaire on the opinion of library users on staff attitude to work is useful to me in decision- making.	103	38	58	7	0	3.3	.591	Positive
9	I rely on information generated through questionnaire on users' satisfaction in decision-making.	103	34	58	9	2	3.2	.677	Positive
10	Information generated through the questionnaire on the on library performance is useful to me in decision- making.	103	26	69	4	4	3.1	.658	Positive
	Grand Mean						**3.26**		**Positive**

Table 1 shows the mean rating scores of respondents in the use of information generated from questionnaire in decision-making. All the items on Table1 concerning the use of questionnaire for decision-making received higher response options on agree than disagree, which indicate a positive response to the questions. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .539, .568, .534, .598, .631, .622, .571, .591, .677, and .656. This therefore shows that many of the librarians in the universities in South-East zone of Nigeria use information generated through questionnaire in decision- making.

Research Question 2: What is the Mean Rating of the Use of Feedback Information generated through Interviews in Decision-Making by Librarians in South-East zone universities?

Table 2: Distributions of the mean Rating Responses of the Respondents on the Use of Feedback Information from interview in Decision-Making

	Use of Interview in decision - making on library issues	**No of Response**	**SA**	**A**	**D**	**SD**	**$\bar{x}$**	**Std. D.**	**Decision**
1	The comments of library users on the security of the library generated through interview I s useful to me in decision- making.	103	27	67	4	5	3.2	.622	Positive

2	Information obtained through interview With library users' on the ventilation of the library are useful to me in decision- making.	103	27	75	1	0	3.3	.458	Positive
3	I engage library users on discussion to obtain feedback information on library issues for making decisions.	103	25	70	8	0	3.2	.544	Positive
4	Feedback information generated through my interactions with library users is useful to me in decision-making.	103	33	68	2	0	3.3	.502	Positive
5	Feedback Information generated through discussion with clients on users' level of comfort with the library seating arrangement assists me in decision-making.	103	29	69	5	0	3.23	.528	Positive
6	I utilize information generated through interview on the security condition of the library to make decisions.	103	24	71	7	1	3.2	.567	Positive
7	I rely on information generated through interactions with library users' on the currency of library materials in making decisions.	103	32	62	9	0	3.2	.593	Positive
8	Information generated through discussion with my subordinates concerning their welfare is useful to me in making decisions.	103	30	64	7	2	3.1	.638	Positive
9	I utilize feedback information generated through interviews on the conduciveness of the library for studies in decision-making.	103	25	68	7	3	3.1	.646	Positive
10	Information generated through interview with users' on their knowledge of use of library catalogue is to me in decision-making.	103	26	61	11	5	3.1	.746	Positive
	Grand mean						**3.20**		

Table 2 shows the mean rating scores of respondents in the use of information generated from interview in decision-making. All the items on table 2 concerning the use of interview for decision-making received higher response options on agree than disagree, which indicate a positive response to the questions. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .622, .458, .544, .502, .528, .567, .593, .638, .646, and .746. This therefore show that many of the librarians in the universities in South-East zone of Nigeria use information generated through interview in decision-making.

Research Question 3: What is the Mean Rating of the use of Feedback Information generated through Observation in Decision-Making by Librarians in South-East zone universities?

Table 3: Distribution of the Mean Rating Responses of the Respondents on the Use of Observation for Decision-Making

S/N	Use of Observations in decision-making on library issues	No of response	SA	A	D	SD	$\bar{x}$	Std. D.	Decision
1	Information generated from observing library users enhances my decision-making.	103	49	49	4	1	3.4	.619	Positive
2	I use information generated from observing users' expressions as they use the library in making decisions.	103	38	60	5	0	3.3	.564	Positive
3	Information generated by observing users' activities in the library is useful to me in decision-making.	103	37	61	5	0	3.3	.561	Positive
4	I rely on information received through library electronic and security gadgets in decision making	103	33	59	10	0	3.2	.647	Positive
5	Information generated by observing the quality of work done by the library staff enhances my decision-making.	103	36	65	2	0	3.3	.512	Positive
6	I rely on information generated through observing the arrangement of books on the shelves in making decisions.	103	37	60	6	0	3.3	.575	Positive

S/NO		No of Response	SA	A	D	SD	X̄	Std Deviation	Decision
7	Information generated by observing staff attitude to work is useful to me in decision-making.	103	51	47	5	0	3.5	.590	Positive
8	Information generated by observing the efficiency and effectiveness of library equipment is useful to me in decision- making.	103	40	53	10	0	3.3	.636	Positive
9	Information generated through observing consulted books on the reading table is useful to me in decision-making.	103	33	62	6	2	3.2	.641	Positive
10	I rely on information generated through observing the lending register when making decisions.	103	33	58	10	2	3.2	..682	Positive
	Grand mean						**3.36**		**Positive**

Table 3 shows the mean rating scores of respondents in the use of information generated from observation in decision-making. All the items ontable.3 relating to the use of observation for decision-making had a higher response rating on agree than disagree, which indicates a positive response to the questions. This is confirmed by the mean response scores recoded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .619, .564, .561, .647, .512, .575, .590, 636, .641, and. 682. This therefore shows that many of the librarians in the universities in South-East zone of Nigeria use information generated through observation in decision- making.

Research Question 4: What is the Mean Rating of the Use of Feedback Information from Suggestion Box in Decision-Making by Librarians in South-East zone universities?

Table 4 : Distribution of the Mean Rating Responses of the Respondents on the Use of Information from Suggestion Box for Decision-Making

S/NO	Use of Suggestion box in decision-making on library issues	No of Response	SA	A	D	SD	X̄	Std Deviation	Decision
1	I obtain feedback information on the opinion of library users through suggestion box for making decision.	103	29	64	8	2	3.17	.663	positive

2	Comments on the incompetence of library staff generated through suggestion box are useful tome in decision-making.	103	36	64	2	1	3.31	.561	positive
3	Comments by library users on the conduciveness of the library for studies are useful to me in decision- making.	103	41	56	4	1	3.74	.4.051	positive
4	Information generated through suggestion box on the performance of the library is useful to me in decision making	103	38	58	5	2	3.28	.648	positive
5	Comments of library users generated through suggestion box on the improper arrangement of books on the shelves are useful to me in decision-making.	103	38	50	11	4	3.18	.776	positive
6	I utilize comments generated through suggestion box on the user's level of comfort with the seating arrangement of the library in decision-making.	103	35	52	13	3	3.16	.751	positive
7	Comments generated through suggestion box on the currency of library materials are useful to me in decision making	103	27	63	11	2	3.12	.661	positive
8	I rely on comments generated through suggestion box on the security of the library to make decision.	103	28	56	12	6	3.04	.795	positive
9	Information generated through suggestion box on the attitude of staff to users is useful to me in decision-making.	103	26	59	15	3	3.05	.719	positive
10	I utilize information generated through suggestion box on the noisy condition of the library in decision-making	103	24	59	13	17	2.97	.798	positive
	Grand mean						**3.19**		**Positive**

Table 4 shows the mean rating scores of respondents in the use of information generated from suggestion box in decision-making. All the items on Table 4 relating to the use of suggestion box for decision-making had a higher response rating on agree than disagree, which indicates a positive response to the questions. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .643, .561, .4.056, .648, .776, .751, .661, .795, .719, and .798. This therefore shows that many of the librarians in the universities in South-East zone of Nigeria use information generated through suggestion box in decision- making.

Research Question 5: What is the Mean Rating of the use of Feedback Information in Decision-Making generated through Library Statistics by Librarians in South-East zone universities?

Table 5: Distribution of the Mean Responses of the Respondents on the Use of Library Statistics for Decision-Making.

S/N	Use of Library Statistics in Decision-Making on Library Issues.	No of Response	SA	A	D	SD	$\overline{x}$	Std. D.	Decision
1	I use information from the acquisition register in decision-making.	103	45	54	4	0	3.40	.566	Positive
2	I utilize information on the rate of use of the library when making decisions.	103	45	51	1	0	3.43	.5i6	positive
3	Information on the number of books obtained in the library is useful to me in decision-making.	103	47	54	4	0	3.42	.569	positive
4	I rely on information obtained on the charging rate of books in making decisions.	!03	29	63	10	1	3.17	.628	positive
5	I generate Information from the answered users queries are for decision-making.	103	32	59	10	2	3.17	678	positive
6	I rely on feedback information obtained through overdue notices in decision- making.	103	27	64	9	3	3.12	.676	positive
7	I utilize information generated through library records on peak periods in make decisions.	103	34	62	5	2	3.24	.633	positive
8	Information generated through library records on vandalized books is useful to me in decision-making.	103	35	58	10	0	3.24	.618	positive
9	I rely on information generated through the records of books on reserve for making decisions.	103	31	58	13	0	3.16	.668	positive
10	I rely on information generated through the library statics of registered users in decision-making.	103	31	58	10	0	3.13	.737	positive
	Grand mean						**3.28**		**positive**

Table 5 shows the mean rating scores of respondents in the use of information generated from library statistics in decision-making. All the items on Table 5 relating to the use of library statistics for decision-making had a higher response rating on agree than disagree, which indicates a positive response to the questions. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .566, .516, .569, .628, .678, .633, .618, .668, and .737. This therefore shows that many of the librarians in the universities in South-East zone of Nigeria use information generated through library statistics in decision- making.

Research Question 6: What is the Mean Rating of the Use of Feedback Information Generated through Graffiti in Decision -making by Librarians in South - East zone Universities?

Table 6 : Distribution of the Mean Rating Responses of the Respon   dents on the Use of Feedback Information generated through Graffiti for Decision-Making.

S/N	Use of Graffiti in decision -making on library issues	No of Response	SA	A	D	SD	$\overline{x}$	Std. D.	Decision
1	I use information feedback Obtained from graffiti to make decisions.	103	15	54	31	3	2.79	.723	Positive
2	The Inscriptions on library tables serve as useful feedback source in decision-making.	103	15	51	33	4	2.75	.750	Positive
3	The Inscriptions on library tables are not useful to me in decision-making.	103	13	51	33	6	2.69	.767	Positive
4	I use feedback information obtained from writings found on library walls in decision-making.	103	12	54	29	8	2.68	.782	Positive
5	I obtain feedback information through cartoon on library matters found at obscure ends for decision-making.	103	7	56	32	8	2.60	.732	Positive
6	Feedback information I generate through rude drawings at various parts of the library are useful foe decision-making.	103	14	47	34	8	2.65	.813	Positive
7	Information generated through rude drawings on various parts of the library are not useful to me in decisions making..	103	10	53	32	8	2.63	.767	Positive
8	I utilize information generated through writings on the pages of information resources of the library when making decisions.	103	14	49	35	5	2.70	.765	Positive
9	I rely on information generated through inscriptions on items on library notice board are rather vague and unreliable for decision-making in making decisions.	103	11	52	34	6	2.66	.748	Positive
10	Information obtained through inscriptions on items pasted on the notice board are not useful to me in decisions making.	103	14	53		7	2.72	.785	Positive
	Grand mean						**2.80**		**Positive**

Table 6 shows the mean rating scores of respondents in the use of information generated from graffiti in decision-making. All the items on table 6 relating to the use of graffiti for decision-making had a higher response rating on agree than disagree, which indicates a positive response to the questions. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .723, .750, .767, .732, .813, .767, .765, .748, and .785. This therefore show that many of the librarians in the universities in South-East zone of Nigeria use information generated through graffiti in decision- making.

Research Question 7: What are the Problems that Militate Against the Effective Management of Feedback Information in Decision-Making in the Library in the Universities in South-East zone?

Table 7 : Distribution of the Mean Rating Responses of the Respondents on the Problems that Militate Against Effective Management of Feedback Information

S/NO	Problems Militating Feedback use in Decision-Making	No of Response	SA	A	D	SD	$\bar{x}$	Std. D.	Decision
1	Lack of feedback information policy	103	49	47	5	0	3.43	.651	Positive
2	Insufficient fund	103	52	50	1	0	3.49	.558	Positive
3	Uncertainty of the authenticity of feedback information	103	53	48	1	0	3.49	.575	Positive
4	Time constraints in feedback information generation	103	49	52	2	0	3.46	.538	Positive
5	Time constraints in application of feedback information	103	39	60	6	0	3.34	.552	Positive
6	Poor management attitude	103	45	55	2	0	3.42	.535	Positive
7	Insufficient skill to analyze and interpret feedback information	103	30	72	1	0	3.28	.473	Positive
8	Insufficient skill to use feedback information	103	35	64	4	0	3.30	.539	Positive
9	Insufficient institutional support for feedback collection	103	33	60	8	0	3.20	.662	Positive
10	Insufficient access to feedback information	103	30	64	6	0	3.17	.663	Positive
	Grand mean						**3.34**		**Positive**

Table 7 identified the problems militating against effective management of feedback information in decision making by librarians. All the items on Table 7 on the problems militating against the use of feedback information in decision-making had a higher response rating on agree than disagree, which indicates a positive response to the question. This is confirmed by the mean response scores recorded by the items, which are all above the expected mean of 2.5 and the standard deviation that ranges from .651, .558, .575, .538, .552, .535, .473, .539, .662, and .663. This therefore shows that many of the librarians in the universities in South East zone of Nigeria agree that the above-mentioned problems on Table 7 militate against the use of feedback information in decision- making.

5.1 Discussion of Results
Use of Feedback Information Generated from Questionnaire in Decision-Making by Librarians

The study sought to determine the mean rating response of the use of feedback information generated through questionnaire in decision making by librarians in southeast zone of Nigeria. Table 1 shows the distribution of the responses to the ten-item questions administered using four point Likert scale. The grand mean ($\bar{x}$) rating response is 3.26 and it falls within the acceptance region which is above the grand mean of 2.5. The findings reveal that librarians in the universities of southeast zone of Nigeria generate and use feedback information from questionnaire extensively in decision-making. The findings are in agreement with the study carried out by Tiamiyu, (2004), which found that questionnaire is a commonly used method of data collection employed by librarians to elicit feedback information on the opinions of library users on a number of issues concerning the library. Olorunyomi (2007) notes that questionnaire and other survey techniques are used to gather feedback information on the effectiveness of library resources, facilities and services in the library.

5.2 Use of Feedback Information from Interview in Decision-Making by Librarians:

The study sought to find out the mean rating scores of the use of feedback information generated from interview in decision-making by librarians in the universities in South East zone of Nigeria. The data on Table 2 shows the distribution of responses to the ten item-questions administered using four point Likert scale. The grand mean($\bar{x}$) response is 3.20 and this falls within the acceptance region which is above the grand mean of 2.5. It shows a positive and high response of the respondents to the question, indicating that librarians in the universities in South East zone of Nigeria extensively use feedback information from interview in decision-making.

Interview is a feedback information-generating tool that involves verbal interaction with the environment on pertinent issues bugging the heart of the users. Confirming this, Solomon-Uwakwe and Njoku (2012) opine that interview is a useful instrument for collecting feedback information, which may likely not be accessible with other survey techniques such as observation or questionnaire. In his argument on user satisfaction, Nwosu (2007) reported that achieving user satisfaction and standardized quality service delivery lies in engaging in constant interaction with users through interview.

5.3 Use of Feedback Information from Observation in Decision-Making by Librarians

The study sought to find out the mean rating responses of the use of feedback information from observation in decision-making by librarians in the universities of southeast zone of Nigeria. Table 3 shows the distribution of the responses to the ten item questions administered using four point Likert scale. The grand mean ($\bar{x}$) response is 3.36 and it falls within the acceptance region which is above the expected mean of 2.5. This indicates a positive and high response of the respondents to the questions and implies that librarians in South East zone of Nigeria extensively employ feedback information from observation in decision-making. By these finding, it can be inferred that librarians use feedback information from observation in decision-making. This is in line with the findings of Wilson and Birmingham (2003) which reported that observation is an extremely handy tool for data collection

activities.

5.4 Use of Information from Suggestion Box in Decision-Making by Librarians:

The study sought to determine the mean rating score of feedback information from suggestion box in decision making by librarians in the universities in South East zone of Nigeria. Table 4 shows the distribution of the ten-item questions administered using four point Likert scale to answer research question 6. The grand mean ($\bar{x}$) response is 3.19 and it falls within the acceptance region which is above the grand mean of 2.5. This indicates a positive and high response by the respondents to the question and it implies that librarians in the universities of South East zone of Nigeria use information generated from suggestion box in decision-making.

By this finding, it can also be inferred that librarians in the universities of South East zone of Nigeria use feedback information from suggestion box extensively in decision-making. The findings of this study are in agreement with the study carried out by Porter (1986) which found that suggestion box is the foremost instrument for generating user feedback in the library.

5.5 Use of Feedback Information from Library Statistics in Decision- Making by Librarians

The study sought to establish the mean rating of the use of library statistics in decision-making by librarians in the universities of South East zone of Nigeria. The analysis on table 5 shows the distribution of the responses to the ten item questions administered using four point Likert scales. The grand mean ($\bar{x}$) response is 3.26 and it falls within the acceptance region which is above the expected mean of 2.5. This indicates a high and positive response to the question and it is inferred that librarians use feedback

information from library statistics in decision-making. This finding supports the findings of Hamed (2004) that librarianship as an aspect of social sciences and as an educational facilitator also employs statistics extensively. He explained that it is so because some of the library's daily activities which are rendered to its users, are quantitative and therefore, analyzable resource in a library.

5.6 Use of Feedback Information from Graffiti in Decision-Making by Librarians:

The study sought to determine the mean rating of the use of Graffiti in decision making by librarians in the universities in South East zone of Nigeria. The analysis on table 6 shows the distribution of the responses to the ten-item questions administered, using four-point Likert scale. The grand mean ($\bar{x}$) responses is 2.80 and it falls within the acceptance region which is above the expected mean of 2.5. This indicates a high and positive response to the question. The finding reveals that librarians in the universities of South East zone of Nigeria utilize feedback information generated from Graffiti in decision-making.

Olorunyomi (2007) in his work, on "graffiti as a communication tool for library management", stress the importance of Graffiti as feedback information generating tool and the need to use them in the library. The library management should carefully sort, collect and analyze them before using them with a view to ensuring that only objective issues raised are addressed.

5.7 Problems militating against the use of feedback information in library's decision- making.

The study sought to find out the problems militating against effect use of feedback information in library in decision making by librarians in the universities in

South East zone of Nigeria. The data on table 7 shows that lack of clearly defined policy on feedback, uncertainty of the authenticity of information, are poor management attitude of feedback information generation and use are the major problems libraries in the universities in South East zone of Nigeria encounter in using feedback information in decision-making. Other problems as pointed out in the analysis include time constrains both in the generation and application as well as insufficient fund. The study also revealed inadequate skill in analyzing and interpreting of feedback information, insufficient institutional support for feedback and insufficient access to feedback information.

The result of this finding collaborates the findings of Uwakwe and Onyeneke (2009) that lack of clearly defined feedback policy militates against the generation and application and accounts for the poor management attitude towards the adoption.

Conclusion

Decision-making in the libraries is largely based on information generation and use, which could be enhanced and sustained by effective feedback information generation and application. As a "pivot" of the "fulcrum" of organizational decision- making process, feedback information offers indefatigable support to the library managers in their decision making activities for the realization of library goals and objectives. It behooves therefore on any library manager with a passion for success to engage on continuous, effective feedback information generation and application in all their decisions.

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