

**Human Capital Development, Work Environment and Service Delivery by Library  
Personnel in Tertiary Institution Libraries, Ondo State, Nigeria**

**Omolabake Eunice, AKINYEMI**

**LCU/PG/2039**

**Being a Thesis Submitted to the Department of Information Management, Faculty of  
Communication and Information Science, Lead City University, Ibadan, Oyo State,  
Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Master Degree (MLIS) in  
Library and Information Science**

**2022**

### **Certification**

This is to certify that this thesis was carried out by Omolabake Eunice AKINYEMI with Matriculation Number LCU/PG/002039 a student in the Department of Information Management carried out this research work under my supervision in the Faculty of Communication and Information Science, Lead City University, Ibadan, Oyo State, Nigeria, for the award of Master Degree in Library and Information Science (MLIS), and that this work has not been previously submitted.

.....  
Oluwabunmi D. BAKARE (PhD)  
**Supervisor**

.....  
Date

.....  
Sophia V. Adeyeye (PhD)  
**Head of Department**

.....  
Date

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### **Dedication**

This project work is dedicated to God Almighty, YAHWEH of Judah, the all-sufficient father, the beginning and the end, the Author and Finisher of my faith, who in His infinite mercy, grace, and goodness has kept and helped me thus far.

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## Acknowledgment

My acknowledgment first goes to the management and staff of Lead City University, for the support and the enabling academic environment provided in the course of this study.

My appreciation goes to all the tertiary institutions' libraries that I consulted to carry out the research such as Achiever University, Owo; Adekunle Ajasin University, AkungbaAkoko; Elizade University, Ilaramokin; Federal University of Technology Akure; Ondo State University of Science and Technology, Okitipupa; University of Medical Sciences, Ondo; Wesley University of Science and Technology, Ondo; National Open University of Nigeria, Akure Study Center; Federal Polytechnic, Ile-Oluji, Ondo State; Adeyemi College of Education, Ondo; Rufus Giwa Polytechnic, Owo; Federal College of Agriculture, Akure; Best Solution Polytechnic, Akure; Ondo State School of Health Technology, Akure; and Millennium School of Health Technology, Akure

From the bottom of my heart, I want to appreciate the intellectual capability and unalloyed support of my supervisor, Dr. (Mrs.) Oluwabunmi Bakare who out of her tight schedule painstakingly read through this long essay and offered positive criticism and pieces of advice that gave birth to the success of this research. You are wonderful ma. I equally acknowledge the Head of the Department Dr. (Mrs.) Sophia V. Adeyeye for her genial attitude, who has made a persevering effort to ensure the credibility of this study. I acknowledge the Provost of Postgraduate College, Prof. Afolakemi Oredein for her advice and other staff member of Postgraduate College. Also, my appreciation goes to entire Lecturer in the Department of Information Management, Prof. E. A Erwart Dean of communication and information science, Dr. L.A Awobenu, Dr. T. E Adenekan, Dr. T.D.

Samuel, Dr. S.O. Tunmibi (P.G Coordinator), Dr. K. O Lateef, Dr. F.B Oguntoye, Mrs. K.O Popoola, Mrs O.A Ologbosere, Mrs O.R Oboh, Mr. I.A Adeniran, Mrs.O.E .Ibironke, Mrs. V.O Ahamzi, Departmental Administrator Mrs. O.D Balogun who has imparted a great measure of knowledge to me,

I am indebted to my loving, understanding, friendly, and tender husband, God's favour indeed in person of Pastor Abiodun Olumayokun AKINYEMI, and to my wonderful children, "God's Soldiers" for their love, prayers, fortitude, support, and motivation throughout this academic pursuit. I appreciate and love you more. I say thank you to my colleagues and friends Mrs. Afolabi Toyosi, Mr. Taofeek Oladokun, and Adeoti Funso, thank you all. My appreciation also goes to all my friends and colleagues: Alnaja Fredrick, Obaseki M. Grace, Okedele Eno, Pastor & Mrs. Damilare-Ayodele, Afolabi Femi, Oluwole Kayode, Adekoya Clement, Pastor & Mrs. Ajakaye Olotu, and the Afolabi's to mention just a few for their love, concern and help through the course of my program who in one way or the other has made this journey very unforgettable. Special thanks to my friend, Ipadeola D. Adeola, who was there from the beginning of it all, her loyalty, support with relentless impetus helped me a lot; thanks so much.

Finally, I appreciate the immeasurable intellect of several authors, scholars, and researchers whose works were cited in this research. Even though the above – mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any found in the work.

### **Abstract**

This study explores human capital development, work environment, and service delivery by library personnel in tertiary institutions' libraries, in Ondo State, Nigeria. A descriptive survey research design is adopted for the study. The population of the study is 140 comprising both librarians and library officers in tertiary institutions in Ondo State, Nigeria. Data are collected through a structured questionnaire and are analyzed using both descriptive and inferential statistics. Linear and multiple regressions are used for hypothesis testing at a 0.05 level of significance. The findings ascertain the types of library services in tertiary institutions' libraries include technical, readers, and ICT services. Both the level of service delivery by library personnel and human capital development of library personnel in the tertiary institutions' libraries are high. The Ho1 reveals there is a significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State at ( $R = 0.776$ ,  $p < 0.05$ ). The Ho2 reveals the significant influence of work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State at ( $R = 0.812$ ,  $p < 0.05$ ). The Ho3 reveals that there is a joint influence of human capital development and work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State at a low rate. It is, therefore, recommended that Library management should give the necessary support to the library personnel in continuous education and training to acquire more skills, knowledge, and abilities to enhance their service delivery. Also, a conducive environment should be provided for the library personnel to carry out their duties effectively.

**Keywords:** Library Services, Service Delivery, Human Capital Development, Work Environment, and Library personnel.

**Words Count:** 264

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## List of Acronmys

| <b>Abbreviations</b> | <b>Meaning</b>                                  |
|----------------------|---|
| ABUAD                | Afe Babalola University, Ado-Ekiti              |
| CAS                  | Current Awareness Services                      |
| CS                   | Circulation Services                            |
| E-mail               | Electronic mail Service                         |
| ICT                  | Information and Communication Technology        |
| ILL                  | Inter library loan                              |
| IS                   | Internet services                               |
| OPAC                 | Online Public Access Catalogue                  |
| RS                   | Reference services                              |
| SDI                  | Selective Dissemination of Information Services |
| UST                  | Unified Service Theory                          |

## **Chapter One**

### **Introduction**

#### **1.1 Background of the Study**

Service delivery is the system of rendering service to customers, clients, or consumers. It is an element of dealings that describes the transactions amongst service deliverers and clients where the deliverer offers a service either information or a task<sup>1</sup>. Service delivery is a condition for the development and existence of any institution or organization. On the other hand, ineffective service delivery hinders the achievement of organizational growth as well as its desired goals and objectives. Service delivery can be defined as a process in which the effect is transferred to the customer<sup>2</sup>. The dealing is a conservative interaction between the service deliverer and the clients or the users depending on the nature of the service. Service delivery involves a range of organizations such as education, health services, and social welfare. The library is a service-oriented organization and an essential part of the education structure that plays a substantial role.

Library as a service-oriented organization is founded to provide for the immediate and future information needs of the patrons. The library service delivery is cumulative of all actions of library personnel to convey information sources and resources (print and electronic resources) to the clients at the right time in the simplest form to make the resources easily accessible, retrievable, and used. Library services are services offered to disseminate library resources (prints and electronic resources) to meet the needs of clients<sup>3</sup>. These services, to a large degree, predict the comfort of the library user, academically, passionately, and else. There are different kinds of libraries, such as national libraries,

academic libraries (i.e., tertiary institutions' libraries), special libraries, and school libraries. The service delivery of each library is peculiar to the type of library and its users.

However, this study focused on tertiary institutions' libraries which are also referred to as academic libraries. Tertiary Institutions are the higher institutions that offer educational services beyond the secondary level including public and private universities, polytechnics, colleges, and monotechnic. Therefore, tertiary institution libraries are libraries that serve universities, polytechnics, colleges, and other higher institutions to collect and organize information resources in print and electronic format for the support of learning, teaching, and research of such institutions<sup>4</sup>. Tertiary institution deeply depends on library services because their aim and goals cannot be achieved without the existence of good service delivery by the functional library. An academic library is the "heart" of its parent institution because it serves as the pivot upon which the intellectual activities of tertiary institution hinges upon<sup>5</sup>. Therefore, a tertiary institution's library should deliver services in an effective, dependable, and customers' welcoming manner in any institution to which it is attached.

Service delivery in an academic library can be referred to as the totality of assistance provided by library personnel to see that users' information needs are met. Service delivery in an academic library ascertains the supply of information resources in the library and meets the users' information needs<sup>6</sup>. Services in the academic library are delivered in various divisions of the library such as the technical division, readers' services division, and information and communication technology (ICT) division.<sup>7,8</sup>. The Unified Service Theory (UST) classifies services grounded on the landscape of the service activities such as

People-processing services, Information-processing services Mental stimulus processing services, and Possession-processing services<sup>2</sup>. According to UST, a service is a process when the customer's part can be established in the process of transformation. Information-processing services are focused on invisible resources such as telecommunications, financial services, and information center services among others. Generally, a library is an information center that ensures library services are delivered efficiently by library personnel. Therefore, the information-processing services aspect fits into the discourse of service delivery from the perspective of librarians. The Information-processing services that are directed to information center services in which the library is included were used to measure service delivery in this study as it applies to the core services in the library such as technical service, readers' service, and information and communication technology service.

The technical services division generally, does not render direct library services to the reading public, but it enables library users to experience other library services. The technical service division in the academic library offers services that comprise major areas such as collection or acquisition of library resources, cataloging, and classification, and preservation and conservation of library resources<sup>9,10</sup>. Each of these areas supports the research and educational needs of the institution. Collection or acquisition of library resources is the service of supplying or acquiring the needed library materials to support both institutional goals and the needs of the clients. Such as providing books and other forms of library materials that aid the educational programs of the institution, predicting needs occurring from new courses and degree programs; obtaining resources through purchase, and so on to complement the research, teaching, and learning in the institution, subscription to electronic resources.

Cataloging and classification are the services that allow library users to have easy access and retrieval to the collections in the library through library manuals and online catalogs. To achieve this goal, the personnel in charge takes time to create, organize, and maintain accurate and comprehensive bibliographic data for all the resources in the library's collections (both print and electronic materials). The personnel also remain current in bibliographic and technological advances to acquire current information resources for library users. Preservation and Conservation are for maintaining and repairing library information resources. Preservation is the maintenance of library resources not deteriorating to be used for a long time; while conservation on the other hand is to repair or bring back the deteriorated resources to their originalities for the use of library users. Service delivery as a process in which the result is transferred to the customer, after the acquired resources have been processed in the technical division, they will then be transferred to the readers' services division for necessary actions that will make the resources reach the library clients.

Readers' services in the library are the services that are delivered directly to the library clients. The services here are of making the processed resources from the technical services division available to library users in an organized and controlled or unique manner. The readers' services division stands as the library's image-maker because the library personnel has direct contact with the users. The rationales for Readers' Services are so substantial that the success or failure of the academic library's objectives hinges on the successful service delivery of this division<sup>11</sup>. Reader services in the library are categorized into different units such as circulation units, serial units, and reference units among others<sup>12</sup>. The readers' services division is one of the most tactical and approachable divisions in the

library. The services rendered in this division are numerous such as Library users' registration, Loan services, Shelving, and Shelf reading, Students' Orientation, and reference services generally. Other services are the provision of current Journals (Foreign and Local publications), Government publications, Newspapers, magazines, and other special and important collections like inaugural lectures. To enhance readers' service division activities, the information and communication technology (ICT) service is introduced to the library services in tertiary institutions' libraries.

Information and communication technology (ICT) service has developed to be a part of librarianship today; through ICT libraries can increase their collections and activities to advance their services. It has added great value to the library and information services<sup>13</sup>. This division is concerned majorly with the services such as externally purchased databases and access to online information resources. These services are rendered in academic libraries to make research easier, more interesting, and more collaborative for lecturers, students, and other library users. ICT services allow library users to access relevant, accurate, and timely information sources and resources from Internet databases that are related to their information needs. The ICT services in the academic library include Online Public Access Catalogue (OPAC), Electronic mail Service (email), E-journals and E-books, and so on. ICT services give opportunities to library users to access most of these e-journals and other e-publications through INFLIBNET; this is because most of the journals are not available in the form of hardcopy, and subscribing to these e-journals is not easy for individuals.

The use of new technology has reduced the substance and value of library services in tertiary institutions. The growing availability of electronic information has made students and lecturers find other means such as laptops and mobile phones to support their teaching, learning, and research. In other words, digital technology has made library users develop a stronger keenness for electronic information than manual systems. The manual systems of searching for information could no longer meet or satisfy the users' information needs. This, of course, has reduced the importance and use of libraries in developing countries<sup>14</sup>. However, to meet up with the changing information needs of library users in this 21<sup>st</sup> century, there is a need for developing library personnel to enable them to acquire the required knowledge and skills that will enhance the provision of effective library services. In addition, a good library work environment must be provided for the library personnel to be motivated, thus, enhancing their service delivery. This is affirmed by scholarly literature that due to the new technology; competent and well-trained library personnel are needed to cope with the continual changes in technology to satisfy the users<sup>15</sup>. Also, a conducive library environment is required to aid effective service delivery by personnel<sup>16</sup>. Therefore, human capital development and a good work environment are necessary for the library to enhance service delivery by library personnel in tertiary institutions.

Human capital development (HCD) is the practice that entails investment in training, development, and creativity of employees in the organization with the aims of developing knowledge, skills, capabilities, and values which eventually increase employees' job satisfaction and enhance service delivery, thus enhancing organizational productivity. Human capital development is described as the technique to build human capacity through organizational improvement, aptitude preparation, and advancement for the stimulus

behind further enhancing employee performance<sup>17</sup>. Human capital development cannot be over-emphasized in an organization because it enables employees to gain expertise on the job which improves the quality of service delivery and enables individuals to grow professionally. It is also a key strategy and a vital element of human capital practices that help the organization adapt to the changes that take place inside the organization at a different levels.

A library is a service organization whose effective service delivery depends on well-developed or trained personnel to achieve its goal, and the goal of every library is to have efficient personnel to deliver quality library services to the society it serves. Development of library personnel is therefore inevitable. In the context of library management, human capital development is the process of training library personnel to acquire new knowledge and skills on the job through staff training and development, consequently enhancing library service delivery. As the academic environment is changing in this era of technology which has transformed all the activities in tertiary institutions, developing library personnel is considered inevitable to enable them to meet up with the new challenges and to deliver expected services to library users. Human capital development involves education and training to impart theoretical and practical knowledge, skills, and competencies to employees to enhance their performances, thus, improving the organization's productivity<sup>18</sup>. For an organization such as the library, to deliver effective and efficient services, it must invest in its employees through education and training, to equip them with new knowledge and skills required of them to meet the standards of job requirements and enhance their service delivery<sup>19</sup>.

In the context of this study, human capital development was measured by education and training (skills, knowledge, and abilities) adapted from the Human Capital Theory<sup>20</sup>. Education and training are essential components of human capital development in an organization. The human capital theory deals with the way humans increase their efficiency through education and training <sup>21</sup>. Education and training are the planned activities in an organization, designed for the growth of the employees mainly for professional development to acquire more knowledge and skills which will assist in meeting up with the customers' change of needs. Continuous education prepares employees for future responsibilities in the workplace and positively impacts professional achievement and professional fulfilment<sup>22</sup>.

In the library, education can be described as the systematic activities that help library professionals to learn and acquire theoretical knowledge and competencies about responsibilities and the skills necessary to accomplish the institutional and divisional goals of the library. Education may be in form of short-time courses, certificate courses, conferences, seminars/workshops, field trips, and mentoring, among others. All these forms of education in the library are for professional development. Training, on the other hand, is an organizational effort to develop and update the skills, knowledge, attitudes, and behaviour of employees to improve their abilities, competencies, and performance for the current job task. Training in an academic library is a rational advancement of knowledge, skills, and abilities needed by library personnel to perform better in service delivery to the users. Training enables employees to accomplish specific tasks and predestined standards of the work, and it adds to the attainment of organization goals and objectives by meeting job performance at a higher level<sup>23</sup>.

Education and training are essential for librarians in this new age of technology to acquire knowledge, skills, and abilities that will enable them perfectly cope with the changing needs of library users of academic libraries. Skill can be defined as the aptitude to apply and use knowledge to complete assignments and solve complex issues. Skills in the context of this study are referred to as the capacity of the library personnel to use their field expertise in problem-solving in their section to solve problems. Knowledge is described as the Intellectual understanding of an employee to improve performance in the organization. Knowledge in library management is the intellectual understanding of library personnel to improve the performance of service delivery. Ability is referred to as the employees' physical power to perform and complete a task. Ability in library service delivery is the physical power of library personnel to perform and complete a task. However, for the library to achieve the motive behind investing in library personnel through human capital development which is to enhance library service delivery, a good work environment must be provided to motivate library personnel to put in their best to the job. Therefore, the work environment is another factor that can influence the library personnel's service delivery in tertiary institutions' libraries.

The work environment is well-defined as the surrounding conditions where an employee works. It is one of the factors that determine the service delivery of an organization. The organization's environment comprises the total of the interaction that occurs between the employees, employer, and the workplace. Effectiveness in organizational services depends on the adequate work environment which can be illustrated as the immediate environment in which an employee works<sup>24</sup>. The environment in which the employees work is a considerable element that affects their duties in the workplace. The workplace environment

impacts employee confidence, productivity, and commitment either positively or negatively. A satisfied and comprehensive work environment will enhance the performance of employees, thus improving organizational productivity. The work environment is subdivided into three environments as technical environment, the human environment, and the organizational environment<sup>25</sup>. The technical environment includes the provision of technical infrastructures, tools, and equipment. The human environment consists of relationships with co-workers, team and group work, and leadership. The organizational environment comprises organizational culture, procedures, rules and regulations, and values of the organization.

However, the library work environment is very important because it determines how library personnel would effectively and efficiently deliver library services. A good library work environment leads to increased output and improved results. The work environment is one of the essential elements of satisfaction that motivate library personnel for service delivery. This is supported by literature that, when an organization improves the environment in which the job is performed, employees are motivated to perform better<sup>26</sup>. Accordingly, library management should make provision for an attractive and supportive working environment where personnel could best use their acquired knowledge and skill to render services effectively.

The work environment as related to this study is measured by the needs-supplies constructs which are known as satisfaction or reinforcers in the Theory of Work Adjustments such as Altruism, Safety Comfort, and Status<sup>27</sup>. Satisfaction is the worker's assessment of the extent to which the work environment satisfies his or her requirements. Altruism is a condition

that fosters a good relationship with co-workers. A good relationship with co-workers and supervisors allows the flow of operations, and employees have opportunities to share knowledge and improve the production of the organization. Safety is conditions that establish predictability and stability. Safety in the workplace environment is the measure taken by the management of an organization to protect employees from all forms of hazards and to lessen the risk of being harmed and other bad consequences.

Comfort are conditions that encourage a lack of stress (working conditions). Working conditions are referred to as the incentive measures prevalent in an organization such as regular payment of salaries, study leave, child welfare services, medical allowances, transport allowance, and how these incentive measures affect the productivity of the employees. Status is a condition that provides recognition and prestige. Recognition is when the employees are considered as part and parcel of the organization and partners in progress, hence contributing to organizational success instead of being seen as mere subordinates. Recognition can also be described as recognizing the individuals who work hard and this will encourage such employees to keep up the great work. Notwithstanding, if the library personnel are satisfied with their work environment, it can lead to maximum service delivery

Despite the significance of library service delivery in supporting the goals and objectives of tertiary institutions in Nigeria, it is unfortunate that some challenging situations or factors still stand as obstacles that are contributing to the low level of service delivery in Nigerian tertiary institutions' libraries. These factors include inadequate ICT skills, poor knowledge sharing, leadership style, insufficient ICT facilities in the libraries, poor library work environment, and so on. Nevertheless, some of these factors have been highlighted and

reviewed in some literature <sup>28,29</sup>. The researcher's observation reveals that the situation of service delivery remains unchanged in some tertiary institutions' libraries in Ondo State Nigeria. This situation has been a basis for concern; therefore, there is a need to examine some other factors that can influence service delivery by library personnel in tertiary institutions in Nigeria. However, a gap is created in the literature on human capital development, work environment, and service delivery by library personnel in tertiary institutions. As a result, this study examined human capital development, work environment, and service delivery by library personnel in tertiary institutions in Ondo State, Nigeria.

## **1.2. Statement of the Problem**

Generally, the library is known as a service-oriented organization. It is a central issue for library personnel to ensure that service delivery in tertiary institutions' library is carried out. The researcher's observation and preliminary investigations of some tertiary institutions' libraries in Ondo State, Nigeria revealed that there is a low level of service delivery by library personnel in tertiary institutions' libraries to expectation. Through investigation, the researcher discovered that adequate attention and opportunity has not been given to the library personnel to acquire new knowledge and skills that will enhance their service delivery in this contemporary era. Furthermore, it is discovered that most of the library personnel in tertiary institutions' libraries are delivering service in hostile work environments that is not conducive to operation and service delivery.

However, if the management of public and private tertiary institutions' libraries do not mind whether or not library personnel is developed, and a reasonable work environment is

provided to enable library personnel to perform their jobs, these could negatively hinder the service delivery by library personnel. Nevertheless, each of these variables has been reviewed individually in the literature, but only a few have been examined on the combined influence of the variables. In observation of this gap, this research is designed to establish in the literature that human capital development and work environment may determine the service delivery of library personnel in tertiary institutions' libraries in Ondo State, Nigeria.

### **1.3 Aim and Objectives of the Study**

The aim of this study is to determine the influence of human capital development and work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State, Nigeria. The objectives are to:

- i. ascertain the types of library services delivered in tertiary institutions libraries in Ondo State
- ii. identify the level of service delivery in tertiary institutions libraries in Ondo State
- iii. identify the level of human capital development (skills, knowledge, and abilities) of library personnel in tertiary institutions' libraries in Ondo State
- iv. establish the types of work environment (comfort, status, altruism, and safety) of library personnel in tertiary institutions' libraries in Ondo State
- v. determine the relative influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State
- vi. determine the relative influence of the work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State

- vii. determine the combined influence of human capital development and the work environment of library personnel in tertiary institutions' libraries in Ondo State.

#### **1.4 Research Questions**

The following questions were asked to ascertain the objective of the study

- i. What are the types of library services in tertiary institutions' libraries in Ondo State?
- ii. What is the level of service delivery in tertiary institutions' libraries in Ondo State?
- iii. What is the level of human capital development (skills, knowledge, and abilities) of library personnel in tertiary institutions' libraries in Ondo State?
- iv. What are the types of library work environments ( comfort, status, altruism, and safety) for library service delivery in tertiary institutions' libraries in Ondo State?

#### **1.5 Hypotheses**

The following hypotheses were tested in the study at a 0.05 level of significance

Ho1. There is no significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State.

Ho2. There is no significant influence of work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State.

Ho3. There is no significant combined influence of human capital development and the work environment of library personnel on service delivery in tertiary institutions' libraries in Ondo State

#### **1.7 Scope of the Study**

This study investigated human capital development, work environment, and service delivery by library personnel in tertiary institutions' libraries in Ondo State, Nigeria. The dependent variable is service delivery measured by information-processing services in Unified Service Theory as technical services, reader services, and information and communication technology (ICT) services. The independent variables are human capital development and work environment. Human capital development was measured by human capital theory constructs of education and training (knowledge, skills, and abilities) while the work environment is measured by the Theory of Work Adjustment satisfaction (reinforcers) constructs such as comfort, status, altruism, and safety. The study was limited to all the tertiary institutions' libraries in Ondo State, which consist of universities (Federal, State, and Private) polytechnics (Federal, State, and Private), colleges of education, college of agriculture, and research institutes. Also, the library personnel used to carry out the study was focused only on librarians and library officers in the library. Librarians are professional librarians who had obtained a first degree (BLS), master's degree (MLS), or PhD. in library and information science. Library officers are Para-professionals who possessed diplomas (OND, HND) or certificate courses in library and information science.

### **1.6 Significance of the Study**

The study would be useful and valuable to several stakeholders such as government and private policymakers of tertiary institutions, library management, library personnel, and the body of knowledge in Nigeria, and would lead to the enhancement of library functions of library personnel and achievement of set goals of tertiary institutions' libraries. The result of this study would be a guide for policymakers of tertiary institutions to identify factors in tertiary institutions' libraries that motivate library personnel to put in their best in delivering

the library service. The study would help the management of government and private owned tertiary institutions in the Ondo State, Nigeria to support the mission and services of institutions' libraries by improving budgetary allocation and releasing adequate funds to tertiary institutions' libraries to enable them to improve upon factors that would lead to the development of service delivery by library personnel.

The result of the study would help the management of tertiary institutions as well as the libraries management to embrace human capital development in the institution, mainly in the library to enable the library personnel to improve their knowledge, skills, abilities, and competencies that will enable them to fit in well in their library service delivery. This would enhance the library service delivery thus improving the academic performance of the institution.

In addition, the study would help library personnel to seek on their own the development opportunities that can help them to continually develop their profession and equip them for better and effective library service delivery in this new information era. This is because not having the required knowledge, skills, and competencies to meet users' information needs in this new era could reduce the value of library personnel. This would also be useful for the management of tertiary institutions' libraries when deploying library personnel for job roles, to base deployments on additional qualifications, positions or ranks, and work experience.

Finally, this study would be added to the body of knowledge in librarianship by bridging the gap that existed in the literature on the factors that influence the service delivery by library personnel in tertiary institutions' libraries. The study would stand as a reference to

support further research on the combined influence of human capital development and work environment on service delivery by library personnel in tertiary institutions' libraries in the body of knowledge.

### **1.8 Limitation of the Study**

The reaction of the respondent to the filling of the questionnaire and time frame in collecting the data administered served as the limitation of the study.

### **1.9 Operational Definition of Terms**

**Service Delivery:** Service delivery in the library is cumulative of all actions of library personnel in tertiary institutions' libraries in Ondo state to convey information sources and resources (both print and non-print resources) to the library users at the right time in the simplest form to make the resource easily accessible, retrievable, and used.

*Technical services:* These services enable library users in tertiary institutions' libraries in Ondo state to experience other library services. The services do not deliver directly to the reading public; the service is 'behind the scene routines. 'Technical services comprise major areas such as collection development or acquisition, cataloging, and classification of library resources.

*Reader Services:* Reader services in the library are the services that make the processed resources from the technical services unit available directly to library users in an organized and controlled or unique manner.

*Information and Communication Technology (ICT) services:* The ICT services in the tertiary institutions' libraries are the services that enable the library users to access relevant, accurate, and timely information via the internet; which makes research easier, more interesting, and more collaborative for them. This is because they can access information sources and resources from the Internet databases that are related to their lectures, and research topics.

**Human capital development:** Human capital development in the library is described as the practice that entails an investment of both time and money in the education and training of library personnel in tertiary institutions in Ondo state with the aims of developing knowledge, skills, and abilities which will eventually enhance library service delivery.

*Education and Training:* Education and Training in the library are the effort to develop and update the skills, knowledge, and abilities of library personnel in tertiary institutions in Ondo state to improve their service delivery, and hence achieve the goals and objectives of the library.

*Skills:* Skills can be defined as the aptitudes and capacities of library personnel to apply and use knowledge to complete assignments and solve complex issues.

*Knowledge:* Knowledge is described as the intellectual understanding of library personnel to improve the performance of their service delivery.

*Ability:* Ability in library service delivery is the physical power of library personnel to perform and complete a task.

**Library Work Environment:** The library work environment in tertiary institutions in Ondo state entails the entirety of forces both physical and behavioural environment factors that can satisfy and impact the working life that affects the activities of library personnel. It comprises the satisfaction elements such as Comfort, Status, Altruism, and Safety.

*Comfort:* Comfort can be defined as the conditions that encourage a lack of stress (working conditions) which is referred to as the incentive measures prevalent in the library environment.

*Status:* These are conditions that provide recognition and prestige. Status in the library is when the library personnel is recognized as part and parcel of the library and partners in progress, hence contributing to the library's success instead of being seen as mere subordinates.

*Altruism:* Altruism is conditions that foster a good relationship with co-workers. A good relationship with colleagues and supervisors allows the flow of library operations, and librarians have opportunities to share knowledge, thus, improving the library service delivery.

*Safety:* Safety in the library environment is the measure taken by the library management to protect the library personnel from all forms of hazards and to lessen the risk of being harmed and other bad consequences.

**Tertiary Institutions:** Tertiary Institutions are the institutions that offer education beyond the secondary level including universities, polytechnics, colleges, technical training institutes, and vocational schools' credentials in tertiary institutions in Ondo state. These credentials encompass academic degrees, diplomas, and certificates. Tertiary institutions' libraries are also called academic libraries.

**Tertiary institutions' Libraries (Academic libraries):** Tertiary institutions' libraries are the libraries established in tertiary institutions in Ondo state higher institutions of education such as universities, polytechnics, colleges of education, and training institutes; to support the teaching, learning, and research in the institutions.

**Library Personnel:** Library personnel is the staff or human capital that are working in the library to carry out day-to-day activities of the library to achieve its goals and objectives. In other words, library personnel is the ones performing service delivery in the library. The library personnel in this study comprises librarians and library officers in the library. Librarians are professional librarians who had obtained a first degree (BLS), master's degree (MLS), or PhD. in library and information science. Library officers are Para-professionals who possessed diplomas (OND, HND) or certificate courses in library and information science.

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## **Chapter Two**

### **Literature Review**

This section entails the review of related research to the study. The literature review is organized under the following subheadings;

#### **2.1 Conceptual Review**

2.1.1 Service Delivery in Tertiary Institution Libraries

2.1.2 Human Capital Development in Tertiary Institution Libraries

2.1.3 Work Environment in Tertiary Institution Libraries

#### **2.2 Theoretical Review and Framework**

2.2.1 Unified Service Theory

2.2.2 Human Capital Theory

2.2.3 Theory of Work Adjustment

## **2.3 Review of Empirical Studies**

2.3.1 Service Delivery in Tertiary Institutions' Libraries

2.3.2 Human Capital Development and Service Delivery in Tertiary  
Institutions' Libraries

2.3.3 Work Environment and Service Delivery in Tertiary Institutions'  
Libraries

2.3.4 Combine influence of Human Capital Development and Work  
Environment and Service Delivery in Tertiary Institutions' Libraries

## **2.4 Conceptual Framework**

## **2.5 Summery of Literature Review**

### **2.1.1 Concept of Service Delivery**

Service delivery is an element of professional that illustrates the connections between the service provider and clients, where the provider delivers a service either information or a task<sup>1</sup>. Service delivery includes regular contact between the two parties within the duration of the time in which the provider provides the service to the clients. The services could be anything from a task to technology or information. The concept of service delivery classifies the “how” and the “what” of service design and helps intervene between customer needs and an organization’s tactical aim<sup>2</sup>. Therefore, service delivery could be

defined as the act of rendering service to customers in direct interaction between the service deliverer and the customers or the users depending on the type of service.

Service delivery typically includes the process to devise, extend, organize, and operate services to customers or clients and the client may either be satisfied or not satisfied. Service delivery is a process in which the result is transferred to the customer<sup>3</sup>. Service delivery is a condition for the development and sustenance of any organization or institution. In other words, ineffective service delivery in any institution or organization hinders the achievement of its growth; and the desired goals and objectives of such an organization cannot be achieved. A service-oriented organization should make effort to delivery satisfactory services to its customer. However, the use of technologies has increased the value of organization service delivery. Electronic service delivery is an effective means that reduces costs, time as well as space, thus, being an advantage for the service deliverer as well as the customers. Service delivery is vital for the library as a service-oriented organization. Therefore, service delivery in the context of this study refers to the way and manner library services are being rendered to library users.

The concept of service delivery in the library is basic to libraries. The library is described as a place where information resources in print and electronic format are collected, organized, and managed by trained librarians to ensure easy access and the effective use of the resources by users to meet their information needs.<sup>4, 5</sup>. Therefore, library service delivery refers to the service that provides information resources in a logical way for easy access and convenient use; circulation of the resources; and recreational non-print resources to help the library users. The library service delivery is crucial in that, the concept of information services requires that a user who makes a specific request should be

provided an answer to his request on demand<sup>6</sup>. There are diverse forms of libraries such as academic libraries (tertiary institution libraries), special libraries, national libraries, and school libraries. The service rendered in each library varies depending on the client group or groups it serves. This research was based on service delivery in tertiary institutions' libraries which are also known as academic libraries. An academic library is a library established in a higher institution to provide services such as the collection of information resources, organization, user education, and storing information among others for users to enhance and achieve their educational purposes<sup>7</sup>.

Service delivery in the academic library is cumulative of all actions of library personnel to convey information sources and resources to the library users in the simplest form to make the resource easily accessible, retrievable, and used at the right time. An academic library plays a significant role in every institution, by offering services to library users such as students, researchers, and others<sup>8</sup>. Library services encompass the full support provided by the library for its users. To a large extent, the success of library users in learning and research as well as their social life is determined by the library service delivery. Library service delivery can also be described as the methods and measures that are put in place by libraries to meet users' needs and achieve the library's aim as well as the institutions' goals.

The place of library service delivery cannot be overlooked in all facets of life, as access to information is an essential issue in decision-making for the nation, human, and economic growth<sup>9</sup>. As a result, the library should be timely in delivering services that meet users' information needs. The services delivery in an academic library are highlighted in the literature as follows: delivering user education services to library users on how to search for materials, especially the new students, provision of research materials to promote

research in the institution; creation of awareness of latest updates in all fields of learning to the academic environment; and provision of circular and reference materials to promote learning amongst students and teachers<sup>10</sup>.

Generally, library service delivery can be explained as the library procedure and activities used in delivering information services that enhance the activities and intellectual performance of library users. Prominently, the success of a library in any tertiary institution is closely tied to the services delivered by library personnel. Nevertheless, library services are numerous and are delivered in different divisions such as the technical service division and readers/user service division<sup>11</sup>. However, technology has added another value to library information services. Therefore, the division of library service delivery is classified into three, such as the technical service division, the readers/user service division, and the information and communication technology (ICT) division.

Technical service division in an academic library deals with the services that enable library users to enjoy other library service delivery by library personnel. The services in this division are the ongoing collection, processing, and maintenance activities of all information resources in the library. Service delivery in the technical division is properly described as “behind the scene routines” which means, technical services do not deliver directly to the reading public<sup>12</sup>. In an academic library, technical services cover areas that deal directly with the collection and processing of the library resources such as the acquisition of library information resources and cataloging of the resources for easy accessibility by library users. Acquisition service is the first and most complex service of technical services operation. It entails the activities that ensure the acquisition of the right and current information resources that meet the needs of its parent institutions as well as

library users. These resources cover books (prints and non-prints), periodicals (serial resources), and other suitable resources to aid the learning, teaching, and research of the institution.

However, there are diverse methods of acquiring library resources such as purchase orders, membership, exchange arrangements, gift, and deposit systems. The purchase order is the major method of acquiring library resources. It is the process of placing orders directly from the publisher or their agents. The publisher may be local or foreign. The resources will be sent to the library based on availability. Membership is a privilege if the library is a member of any organization such as research institutes, professional associations, and academic bodies. Such a library acquires publications through the organization for free or through payment of an annual fee. The exchange arrangement method of acquisition is when libraries get resources under an exchange arrangement with other organizations. While gifts method can be by eminent personalities or eminent scholars. Also, some organizations' libraries are selected for depository libraries of government publications. The purposes of Collection/acquisition service in academics include the provision of suitable and current information resources according to the needs of readers, it helps the library to purchase only valuable reading resources, preservation, and conservation of library resources, and reviewing valuable and old documents for withdrawal into stock, among others<sup>13</sup>.

On other hand, cataloging and classification services under the technical service division involve the process of getting the library resources ready for the use of library users. In this unit, the newly acquired information resources are cataloged or described by creating and adapting licensed content to allow each resource to be easily located. Thereafter, the

resources will be classified accordingly by the Library of Congress Classification scheme and arranged in a method that will allow the users easy accessibility to the resources as they search for their different information needs. Cataloging and classification enable easy access and retrieval of information for users and staff through the library's manual and online catalog. To achieve this goal, the unit creates, organizes, and maintains accurate and comprehensive bibliographic data for all the resources in the library's collections (both print and electronic materials), and remains current in bibliographic and technological advances. The purposes of cataloging and classification services are immeasurable to enable the library users to locate their need information resources either by Subject, Title, or Author; to aid the users in terms of book edition or character, and to help the users to detect whether a particular book is available in the library and so on.

Moreover, activities in technical service also include preservation and conservation. Preservation and conservation involve preserving and restoring the originality of library resources. Preservation of resources is to preserve resources from being deteriorated and to maintain their originality. For example, a compilation of journals into hardcover volumes and reformatting print resources into electronics. The printed resources are being preserved to avoid data deterioration, and periodically convert data from older formats to newer ones. Conservation on the other hand is the process of repairing or bringing back deteriorated or damaged resources to their original state of being. Technical services also plan and prepare for a disaster that may occur in the library. Technical division service also involves the process of preparing resources for storage in a way that helps easy retrieval and maintenance over time. Nevertheless, when the acquired library resources have been

processed in the technical service division, the resources will be transferred to the readers' service division for necessary actions for the usage of the resources.

The readers' services in an academic library are very significant. The readers' service is a division of the academic library. This division is in charge of making the processed materials from the technical services division available to library users in an organized and controlled or unique manner. The services here are delivered directly to library users. The division is the backbone of the library and the library's image-maker. The Readers' Services divisions of Nigerian tertiary institution libraries are empowered with several activities geared toward the provision of complex library services. Generally, the goals of an academic library are to support the intellectual activities of the institution it serves; nevertheless, the success or failure of these goals largely depends on service delivery by library personnel. It is therefore the responsibility of the Readers' Services Librarian to provide attractive and exploitable services to support the achievement of the library's goals. The library services delivery under the readers' service division is numerous under different units such as Circulation, Reference, and Serials, among others.

Circulation services are being rendered in the circulation unit under the reader service division. The circulation unit is one of the most tactical and approachable units of the library. The unit also refers to as a lending unit in some libraries. The services rendered in this unit are numerous, the major services delivery in this unit are registration of new library users, charging and discharging of information resources, renewal of materials, and charging of overdue for late returning of materials, while other services are delivering practical orientation for new students and staff, introducing the library users to manual and Online Public Access Catalogue (OPAC) for them to have easy accessibility to Library

resources; creating current awareness services (CAS) by displaying newly acquired books; providing selective dissemination of information services (SDI); taking daily statistics of library users, books borrowed, and books consulted; daily shelving and shelf reading of consulted materials. The circulation unit is the gateway into the library, and the perception of users about the activities in this unit may make or mar the library's image in the university.

Reference service is also an integral part of readers' services. There is also direct contact or interaction with the library users while delivering the services. This unit renders services to assist library users in the most effective and efficient use of the materials and services by giving precise information on demand and also to expectations. Reference resources cover the collection and organization of facts from many sources to allow fast accessibility. The services offered in this unit are several which includes answering quick and research reference query; Current awareness services; Indexing and abstraction; User Education services; and Compilation of bibliographies among others. The quick query needs an immediate answer while a research query deserves a long time to get the answer. Compilation of bibliographies is required because a good number of library users do not have access to other libraries, so they depend on the bibliographies compiled by a reference librarian. The bibliographies are based on a subject area that users can easily access.

Similarly, inter-library loan service is being rendered since the situation of the economy in the country does not allow any library to acquire all the resources needed by its users. Reference librarians must arrange for an inter-library loan from other sister libraries to get those resources or to refer users to such libraries to get information resources that are not available within. Current awareness service is a method of creating an awareness of new

arrival information resources in the library. This is done to ensure the utmost awareness and utilization of the resources. Indexing and abstraction on the other hand is the compilation of important materials that were not indexed at the time of publication and are part of reference services in academic libraries. User education is always carried out by the reference librarians in the reader service division. The majority of library users see using retrieval tools like catalogs as a waste of time so they do not use them and this affects them in locating books on the shelves. Therefore, it is the responsibility of the reader service division to educate them on the importance of retrieval tools in the library which are handy to save the users' time.

Furthermore, the serials unit deals with the acquisition of periodicals such as Journals (foreign and local), Magazines, Newspapers, Government publications, and other special and important collections. Other services delivered in the readers' services division include reprographic services to reduce mutilation and theft of library resources; Reservation services which is another method of ensuring that resources in the library are circulated among the library users. Some resources in the library are very few in number, expensive, fragile, and heavily demanded. The readers' services remove such resources from the general shelves and place them on reserve shelves to ensure the circulation of the resources among users. These resources could be given to the user to use for just a period and they are not loaned out of the library. The reader service also makes provision of photocopy machines to enable users to make copies of resources they need within the library complex. To further enhance the service delivery in tertiary institutions' libraries, the information and communication technology (ICT) service was introduced in the libraries.

Information and communication technology (ICT) is now a dynamic device in teaching, learning, and research processes in Nigerian tertiary institutions over the world. The internet facility is a good point of access for gathering information resources. The library provides the ICT service to make research easier, more interesting, and easily shared by lecturers, students, and other library users. This is because they can access information sources and resources from the internet databases that are related to their fields. Information services can better be provided extensively in scope at minimum cost and time by libraries that are using the internet facility. Highlighting this, academic libraries are charged in developing countries, Africa in particularly, not to overlook the prospects of the Internet facility to raise their teaching standards to global best practices. Nevertheless, some challenges are hindering the effective use of Information and Communications Technology (ICT) in academic libraries in Nigeria. Such challenges are technological incompetence, lack of ICT skills, and insufficient technology facilities among others. This has made the library service delivery be measured lower below the users' expectations. As a result, it is affirmed in the literature that it has become a necessity for librarians to acquire ICT skills through training to be relevant and defend their profession<sup>14</sup>. Truly, information and communication technology (ICT) has dramatically changed the face of library operations, nearly all library services could be delivered via internet services.

The information and communication technology (ICT) services provided by the library personnel are numerous to enhance the service delivery and achieve the library's goals and objectives. These services include access to e-journals and e-publications, Document delivery, Online Public Access Catalogue (OPAC), Electronic mail service, and so on. The purpose of e-journals and e-publications services is that some of the current journals are not

produced in hardcopy and are very difficult to subscribe to an individual. So far, some of the publishers only allow the institutional libraries to subscribe to these e-journals through INFLIBNET and this bargain allows library users to access the e-resources via internet facilities in the library. Document delivery enhances the Inter library loan (ILL) service. It also reduces the cost rate of accessing full-text articles. Online Public Access Catalogue (OPAC) is the means of making new books available in the OPAC on the very day of acquisition after passing through the technical processing. This facilitates the circulation of library resources.

In addition, electronic mail service is another ICT service in an academic library and is the most commonly used service among other ICT services. It is popularly referred to as e-mail. It is used to facilitate inter-library loan requests, current awareness services, and selective dissemination of information, among others. E-mail is fast in sending messages and an inexpensive means of communication for library users. It also helps librarians to quickly respond to users' queries. However, the use of ICT for library service delivery cannot be overemphasized in tertiary institutions' libraries, it has helped academic libraries in their aims to support their parent institutions' teachings, learning, publishing, and research objectives. Changing the academic library mode of delivering services improves products and services offered in Nigerian libraries in meeting the information needs of society through information communication technology (ICT)<sup>15</sup>. Nevertheless, the use of information and communication technology (ICT) for library service delivery has made the implementation of human capital development unavoidable in all tertiary institutions' libraries over the world. This is to enable library personnel to cope with the challenges of service delivery in this new era.

### **2.1.2 Human Capital Development**

Human Capital Development has been marked as being very indispensable to organizational effectiveness. The reason is, human capital is acknowledged to be the most valuable asset to the success of any organization. Moreover, it is the human capital that incorporates other serviceable areas of the organization. Human capital is, therefore, described as the knowledge, skills, and qualities that facilitate the individual to carry out a particular task in delivering goods and services that have economic value to the people<sup>16</sup>. The mounting consideration given to the concept of human capital is because of its significance to the advancement of the organization. For the organization to be successful through its human capital, the manager has to be constantly investing in the education and training of the employees to gain more knowledge and skills. Therefore, human capital development is a mainstay in improving an organization's assets, increasing employees' productivity as well as maintaining competitive advantage.

Human capital development covers intellectual and technical skills an employee acquires for extraordinary output and it is the primary source of growth in any economy<sup>17</sup>. Human capital development can also be described as the process through which organization support employees to develop and achieve the potential required to carry out the task related to their present and future job. To have the best out of the human capital in an organization, there must be an extensive and significant investment in them. The objectives of an organization cannot be achieved unless there is an efficient workforce. Therefore, human capital development is necessary for the continuity and growth, and advancement of an organization. Employees are the resources that make an organization runs, so they need to be invested in it. This is because, if they can become more productive at the individual

level, the organization in turn will be productive. Certainly, human capital development plays a major role in achieving the organization's objectives; and associated investment in human capital in an organization benefits all the stakeholders. Therefore, human capital development is crucial to the development and efficient service delivery of any organization including tertiary institutions' libraries.

Human capital development in tertiary institutions' libraries is essential since human capital is the spine of the accomplishment of any organization's goals including the library. The library is a service organization that depends on well-developed and trained personnel to achieve its goals. The library personnel is the human capital i.e., valuable assets of the library. Service delivery by library personnel in tertiary institutions' libraries (academic libraries) is very significant to the attainment of institutional aims and objectives. All the same, library personnel are the holders of the intellectual resources that are acquired in the institutional library. Therefore, developing human capital in an academic library is inevitable. Human capital development in the library is the process of developing library personnel to acquire new knowledge and skills on the job through training and developmental programs that will enable them to deliver library services effectively. As the academic environment is changing, human capital development is considered vital in the library to empower library personnel to perform excellently in meeting the needs of library users. In other words, human capital development in libraries needs maximum consideration due to the advent and the use of technology in virtually all aspects of librarianship. Developing the librarians' professional know-how is of great value, especially in this information technology era<sup>18</sup>.

Human capital development in the academic library can also be compared to the process that involves training and developing employees in the organization to acquire more knowledge, skills, capabilities, and values. Accordingly, human capital development in libraries increases personnel competencies and enhances library service delivery. For libraries to ensure excellent service delivery to the users, the availability of qualified, competent, as well as highly committed staff is essential. In the context of the library, human capital development is the knowledge and skills that librarians obtained on the job, through training and development programs that facilitate their performances on the jobs<sup>19</sup>. In this study, human capital development would be discussed as the process of developing library personnel in the academic library which involves education and training to acquire knowledge, skills, and abilities for the enhancement of service delivery. Education and training are essential components of human capital development in an organization<sup>20</sup>.

Education and training are the planned activities in an organization, designed for the growth of the employees. Education and training in an organization are referred to as the teaching or learning programs purposely planned for helping employees to attain knowledge, skills, abilities, and attitudes needed by that organization and use it effectively<sup>21</sup>. Education may be in form of short-time courses, certificate courses, conferences, seminars/workshops, and mentoring, among others. Continuous education for employees is a means of preparing employees for future responsibilities in the work place and positively impacts profession achievement and profession fulfilment<sup>22</sup>. Training, on the other hand, is an organizational effort to develop and update the skills, knowledge, attitudes, and behaviour of employees to improve their abilities, competencies, and performance for

the current job task. Training is also referred to as strategies that provide opportunities for workers to be equipped with new information or skill for professional development<sup>23</sup>.

In the library, education can be described as the systematic activities that help library personnel (professionals and para-professionals) to learn and acquire theoretical knowledge and competencies about future responsibilities, and the skills necessary to accomplish institutional and divisional goals of the library. Education is in form of professional development in the library system. Usually, it may take a longer period to accomplish because it prepares librarians to develop their managerial/leadership skills and enhance their effectiveness in the assigned higher responsibilities. Besides, it also prepares individuals to be able to handle responsibilities of greater cognitive capacity in the future. Therefore, education as a means of professional development is the practice that enables employees to acquire additional expertise in the profession which consequently improves service delivery and enables individuals to grow professionally. The changes that take place inside the academic environment at a different level due to the advent of technology necessitate the need for qualified professional librarians to handle the frequent changes in library users' information needs. This can be achieved only by training and retraining library personnel through education and training programs. This will enable librarians to contribute effectively to the daily schedules of the library functions. Professional development is the key strategy and a vital element of human capital development practices that help the organization adapt to the changes that take place inside the organization at a different level<sup>24</sup>.

Education and training are essential tools for the organization to enhance employees' performances for the growth and success of the organization. All organizations including

libraries must endeavor to provide employees with the required skills to be able to meet up with specific assignments to increase organizational productivity. Regular training is essential in the library because it draws several benefits to the growth and success of the library. Training enables librarians to achieve stated goals and objectives, and it enhances service delivery that meets the users' information needs, particularly in this 21st century. Training as the sequence of instructions and techniques enables librarians to identify, evaluate and take crucial decisions that would enhance their delivery in the library<sup>25</sup>. Also, now that users of academic libraries prefer the use of e- resources to print resources, librarians in the academic library need to be trained and retrained to enable library personnel to easily adapt to the changes associated with their jobs. There are numerous methods of human capital development that are available for library personnel to acquire knowledge, skills, and abilities. A few to mention are as follow:

Firstly, on-the-job training is the most common training method in an organization to develop the employees' knowledge, skills, and abilities. This training method enables new employees to get immediate knowledge of the work. A knowledgeable supervisor will explain to the newly employed staff how to use the equipment and tools for a different job. On-the-job training is considered a time and cost-resourceful process of developing employees because it takes place at the workplace and it involves the use of internal resources, knowledge, and skills. Usually, the training is part of the daily work routine. Secondly, orientation is another formal training method that is used to make the new employees acquainted with the work environment, and enable them to adjust to their new responsibilities. It occurs after induction training and it takes a longer duration than induction. Orientation may be done for two weeks or a month depending on the

organization and the type of job. The assignments allocated to the employees will be explained to them during the orientation period as well as to their team members. The purpose of the orientation is to familiarize the employees with the working condition and to make them feel comfortable and secure at the workplace. This is because newly employed used to feel bothered and troubled about whether they are competent to do the job assigned to them effectively. It also prepares the employees to handle the difficulty of their job on their own.

Moreover, coaching is another aspect of the training method which demands to be carried out often by a person with the plan of developing another person's skills. Coaching is almost the same thing as mentoring. Coaching is described as collaborating with another person in a thought-provoking and creative manner that encourages that person to exploit his or her personal and professional potential. Coaching in librarianship is like mentoring or teaching a new librarian to know all the library techniques involve in performing library functions. This method requires the subordinates to be observing their supervisors and learn how to handle their work under monitoring. In the long run, the supervisor will be able to delegate or assign a significant job to the subordinate. This method is good especially when the trainee needs to handle lots of responsibilities.

Another effective method of education and training for employees in an organization including the library is team or group work. A team comprises a sparse amount of people with common skills who are devoted to a shared purpose, goal, and approach as they embrace themselves with mutual responsibilities. Different experiences are brought to the table by groups or team members, which can be valuable for the success of a team. Group or team work gives room for opportunities to share common materials, thrash out problems

and acquire skills and concepts. It also forms a collective professional value and thus helps tolerate changes over time<sup>26</sup>. Team/group work involves certain personalities regarding how tasks are conducted and how people work and interact with one another in achieving goals. It requires a team to determine working styles and limits acceptable to all parties and communication channels that will be favorable to an exchange of ideas and plans. In other words, it means that nobody should use authority or have absolute authority to overrule the rest of the team; nevertheless, there will still be a group leader or moderator.

Group or Team work as an education and training process is good for professional development in the library to enable librarians to bring together thoughts and perceive problems from different viewpoints. Through team work, they can attempt responsibilities that are difficult to do individually; this is by compounding a range of skills and know-how to encounter more complex and larger-scale problems. The benefits of group/team work in librarianship cannot be overlooked as it allows analysis of an area of specialization to a greater depth and breadth than working individually; meaning that, it will enable librarians to examine topics or tasks from the perspectives of others. Team or group work gives librarians a chance to learn from each other. It helps professional librarians to discuss and explore ideas and questions, then get answers from colleagues. Finally, it is used to encourage social interactions and to develop strong learning networks.

In addition, job rotation is another method of skill development that involves moving an individual from one office to another through an allocation of prearranged assignments to enable him or her to know the entire system. Job rotation promotes organizational interdepartmental collaboration, and makes staff experience and expertise in different areas of work in different units of the organization. This eventually contributes to the well-being

of the organization. Job rotation creates improvement by developing an organization's ability to start and respond to change. This response to change is possible because of employees' knowledge of the overall relationship among job tasks, which helps them to use the knowledge in one job to the perfection of others. Job rotation is also a method that is used to develop library personnel for managerial positions.

The benefit of job rotation in the library are numerous; it helps librarians to know the developmental needs to be addressed by each job assignment, and it offers the opportunity for library personnel to be trained and increase in knowledge to become an all-rounder. Job rotation is also a motivational strategy that makes library staff not become bored and redundant performing the same task, it results in valuable networking opportunities amongst staff and thus, builds trust between staff and library users; Job rotation also resolves some disciplinary issues or personality conflicts. Nevertheless, the purposes of this job rotation practice in librarianship are to provide a regular process of expanding the professional demands, as well as add a diversity of skills, knowledge, and competencies required as a library professional in taking more functions.

Similarly, mentoring is another method of human capital development and it is usually considered part of the orientation of new employees. Mentoring is a process of learning and development that involves two people (a mentor and a mentee). A mentor is an experienced person while the mentee is a less experienced person. Usually, the mentor and the mentee must belong to the same profession for the mentor to help the mentee to develop professionally. Mentoring is the easiest method for achieving professional development in any field. Accordingly, the result of a mentoring rapport is career development. Mentoring methods of training are regularly used by some organizations including libraries as the

main method to improve employee career/professional development and retention<sup>27</sup>. Among other types of training methods and personal relationships, mentoring relationships are exceptional because they primarily focus on professional growth and development.

Another method of education and training in an organization is off-the-Job training which is offered outside the workplace. This method of training is generally meant for both old and new employees to acquire more knowledge and skill for the present job. This training is the best option especially when a lot of employees need to be trained to acquire the type of knowledge, skills, and attitudes. Off-the-job training is best given through a series of courses carried out outside the job environment. Off-the-job training is seen as an opportunity for continuous learning to obtain the required knowledge and skills to enhance employees' performance and productivity in the organization. It is a continuous process after basic education and helps people to become qualified and proficient in doing some jobs. Off-the-job training methods are varied depending on the need arising in the organization.

International or Local Conference, one of the off-the-job training that improves the knowledge and skills of employees. This can be in form of a physical or on-line developmental method used for bringing several people together to share ideas and policies or procedures. The sharing of ideas is done via a good presentation and communication of information in a collaborating way, raising issues to suggest solutions, consequently developing the knowledge and understanding of the participants<sup>28</sup>. Conferences are always organized outside the workplace so it is categorized as part of the off-the-job training method. During the conference, a large range of topics are addressed in different areas and many bordering issues are brought to the table for discussion and lasting solutions are

proffered to them. Conference attendance is essential for all professionals including librarians. Conferences as part of library professional development practices whether local, national, or international help librarians distinguish the interrelationship of knowledge and information, gain new perceptions and see areas that are related to the needs of the workplace.

Conferences help librarians not only to meet with experts on challenging issues but they will also build a professional network with colleagues from other organizations. As a result, it will promote their development and enhances the value of their services. The exposure, learning, and networking that are experienced at conferences can be life-changing and help put library professional choices into perspective in terms of their value not only to the users we serve directly but to users the world over. This is emphasized in the literature that conferences play a substantial part in aiding the development of librarianship as a profession by giving opportunities that help library personnel to obtain knowledge in maintaining professional networks<sup>29</sup>. Attending conferences by librarians also helps them to identify opportunities for librarian engagement, plan tactics to improve their support of scientific research at their different institutions, to gain comprehensive knowledge of the present condition of scientific and biomedical research, including new terminologies and methodologies.

In addition, a workshop is another method of off-the-job training for human capital development in the library. A workshop can be defined as a practical discussion amongst a group of people with a common objective to share their knowledge and experience on a particular subject. Unlike a conference that involves a larger number of people, a workshop is a smaller meeting that offers experiences similar to those provided in the workbook by

answering certain questions<sup>30</sup>. Some workshops focus on current jobs and development plans for future tasks. The participants are always taught by specialists in a chosen field the skills that will make them relevant in their workplaces and their professions. Workshops in library and information science share similarities with conferences and seminars, but are more practically oriented. Most workshops use experimental exercises which entails practical sessions in between theoretical period to appraise the result and effect of the workshop on participants. Workshops in the library help to ensure that steady and qualified librarians are in charge of different areas of library services.

Other forms of human capital development under off-the-job training methods to develop human capital in an organization includes Vestibule training, Role Playing, Classroom lectures, and Programmed instructions<sup>31</sup>. Vestibule training: This is a training that requires the use of machinery equipment and tools. This method is valuable especially when advanced equipment or tools are introduced into the organization. Classroom lecture is the training method that is good when theoretical training wants to be given to a large number of people or groups at a time so that the cost per training would be reduced. Role Playing is the method where trainees will be given a role outside their normal job or workplace environment. The trainees must perform the task or job given to them, and it is expected of the trainees to react quickly to the given situation. This method helps the trainees to have a rapport with the customers. The programmed instruction method of training involves the use of multimedia and computers stage-by-stage including training materials. At the end of each stage, the trainees will be given questions to answer on what they have learned. The programmed valuation will be done and the answers and suggestions will be displayed. This method is the best for teaching new technologies theoretically.

The benefit of off-the-job training cannot be over-emphasized such that, the training program can be scheduled over the weekend or after normal office hours not to interrupt the official jobs; the training is usually handled by an expert who is competent in knowledge sharing. The trainees will have the opportunity to watch the recorded video in their leisure time to fully understand what they were taught; hence, new skills can be easily imparted. Nevertheless, off-the-job training has its shortcoming such as motivation might be missing for the employee due to the stress, they will pass through during the training programs. Besides, role-playing might indirectly lead to the reduction of work quality. Nevertheless, human capital development could lead to additional responsibilities upon completion of the training and development. As a result, for trained and developed personnel to showcase their expertise on the job, a clement work environment is required to enhance efficient and effective service delivery by library personnel.

### **2.1.3 Work Environment**

The environment is referred to as the totality of both living and non-living elements and their impacts that influence human lives. The environment in which the employees work is a considerable element that can affect their duties. The term “work environment” entails all the circumstances both external and internal conditions and other features that can influence work spirit and employees' activities<sup>32</sup>. The work environment is described by way of the conditions or surroundings under which a set of individuals work. It is also described as the link that exists between the employees and the place of work. The survival of an organization hinges on the condition of its environment, and how it impacts the employees' behaviour, attitudes, motivation, satisfaction, and job performance; thus, influencing organizational productivity<sup>33</sup>. Likewise, the work environment can be defined

as the general (organizational structure, policies, working conditions), and immediate (office layout) environments that influence the level of employees' performances<sup>34</sup>.

Within the frame of this study, the work environment could be illustrated is described as everything that can be ascribed to the employees' morale in workplaces and consequently influence their contributions to the work itself. It can also be defined as those internal and external factors in the environment the employees work to carry out their assigned duties and responsibilities in the institution or organization. Therefore, the library environment is a key determinant to be considered for the effectiveness and efficiency of library service in tertiary institutions' libraries. The library work environment is one of the key basics to motivate the library personnel towards job performance; when workers are given the necessary stimulus they require, they exhibit utmost readiness in the discharge of their duties. Therefore, there should be a balance and attractive library environment as this could as well attract more users.

However, a good library work environment is important because it leads to increased output and improved results thus enhancing the service they discharge and eventually giving advancement to library personnel. If the environment is conducive and comfortable it will impact good attitudes, on the other hand, if the environment is not comfortable and conducive it will result in a bad attitude. Therefore, library management should make provision for an attractive and supportive working environment where personnel could best discharge their duties. The library work environment is of the key elements that motivate library personnel to be more committed and dedicated to the library's goals and objectives. The service delivery by library personnel is often associated with physical work environment elements as well as the availability of library physical facilities These library

physical facilities include tools and equipment, power supply, social interaction, and lighting level among others<sup>35</sup>. The availability of these facilities makes the work environment more conducive for library personnel to perform their duties.

The work environment is characterized into three sub environments as technical environment, human/behavioural environment, and organizational environment<sup>36</sup>. The technical environment includes the provision of technical infrastructures, tools, and equipment. The human/behavioural environment consists of relationships with co-workers, team and group work, and leadership. Moreover, behavioural environment means the interaction between human beings and the environment. This is supported by literature that, the work environment involves workplace social relations among co-workers and the managers<sup>37</sup>. The organizational environment comprises organizational culture, procedures, rules and regulations, and values of the organization<sup>36</sup>. The physical work environment is the internal and external condition of the workplace that influences the employees' attitude toward their job. The situations of the physical workplace environment affect the employees' duties; thus, determining the success of an organization. In other words, the physical environment encompasses those components that influence an employee to do their job effectively. The elements of the physical environment are vital in building the network and relationships at work; therefore, the organization's physical environment needs to be fitting, so that the employees would not be strained even as they perform their job.

The work environment in this study is described as the satisfaction basics which if provided in the tertiary institutions' libraries, will enhance the service delivery by library personnel. The satisfactions elements are as follows; Comfort, Altruism, Status, and Safety adapted from the Theory of Work Adjustment (TWA)<sup>38</sup>. Comfort in the workplace environment is a

working condition that encourages a lack of stress. Working conditions are referred to as the incentive measures prevalent in library services, such as regular payment of salaries, study leaves, child welfare services, medical allowances, and transport allowances, and how these incentive measures affect the productivity of librarians in library services. Effective service delivery is difficult to imagine in the library setting without good and conducive working conditions. Working conditions is the physical condition, space, good working environment, and other facilities which induce the employee to high productivity. Working conditions impact employees' job performance. It involves a conducive and favourable working environment, availability of working tools, adequate and regular remuneration, and work incentives. Good working conditions should be provided by managers to satisfy employees and to get the maximum from them. In addition, the availability and accessibility of comfortable and adequate furniture such as chairs, and desks, among others can impact employees on the job. This can as well ensure that the workplace remains efficient. If adequate furniture is available in the workplace, the employees will seat comfortably to carry out their assigned jobs. Inadequate functional desks can make employees roam or idle around.

Similarly, altruism is a condition that fosters a good relationships in the workplace environment. A good relationship with co-workers and supervisors allows for the flow of operations, and employees have opportunities to share knowledge and improve the production of an organization. Altruism can also be described as the interaction or relationship that exists among the employees in an organization. A work environment is a place for various activities that can be described by the number of interactions among employees at the workplace. This relationship motivates employees to perform the tasks

with enthusiasm although with a different job description. Co-worker relationship also gives room for knowledge sharing among peers, thus influencing employees' confidence. A good relationship with co-workers is encouraging and profitable in dealing with day-to-day problems and tension arising from the workplace. On the other hand, a poor work environment can hinder the working relationship among colleagues thus affecting the effectiveness of an organization. acceptance and understanding,

Besides, status is another reinforcer in the workplace that involves conditions that provide recognition and prestige. Recognition is when the employees are considered as part and parcel of the organization and partners in progress, hence contributing to organizational success instead of being seen as mere subordinates. Recognition can be described as the open affirmation and commendation of employees' conduct or accomplishment in a working environment and it is a significant lift for employees' confidence level and execution. Recognition is the act of showing appreciation, motivating employees, and supporting wanted conduct. At the point when employees are perceived by valuing their accomplishments and commitments, they will be more connected to their work, and the organization completely. In other words, acknowledging employees for work well done is one of the top drivers of employees' commitment. Employee recognition has for some time been a foundation of viable administration. Employees' recognition alludes to all the ways an organization shows its appreciation for employees' commitments<sup>39</sup>. The advantages of recognition of employees in an organization include: increases in employees' commitment and productivity; improvement in employees' fulfillment and satisfaction in work; it gives higher faithfulness and fulfillment scores from clients; it reduces stress and absenteeism of employees in an organization; and finally, it reduces employees' turnover<sup>40</sup>.

In addition, safety is another element and essential in the workplace environment which is the measure taken by the management of an organization to protect the employees from all forms of hazard and to lessen the risk of being harmed and other bad consequence<sup>41</sup>. Safety is also linked with the location of the workplace and it is a fundamental element to be considered while sighting any organization. Workplace location influences employees on their job because they believe that their lives will be secured from being exposed to danger. This means that, if a library is well-situated, it will motivate library personnel to perform effectively consequently, enhances library patronage and improving the library's image. Furthermore, Temperature and Office layout are other elements of safety in the work environment. It is confirmed in the literature that the number of employees that suffer from workplace hazards due to how they are exposed to middle and high temperatures during work is nearly 80 million annually over the world<sup>42</sup>. Low temperature stimulates the performance of manual tasks while high temperatures cause a decrease in work performance.

The temperature of the library must neither be too hot nor too cold; it must be conducive and moderate for personnel to deliver library services. The layout of a workplace may depend on the type of work. The office layout may either be a closed or open layout. There is room for work efficiency and communication in an open office layout but it lacks personal privacy and concentration on the job. A closed office helps employees to focus on their jobs without distraction unlike an open plan office layout because it involves employees having a separate or a few people in each office. A job that needs discretion would better be done in a separate office to ensure concentration. For example, technical services in academics need a place where there will be no distractions.

However, a few advantages of safety in the workplace environment are highlighted in literature: the more secure the workplace, the more productive it is. A safety environment enables employees to produce more results quicker than expected, lessening functional expenses; work environment safety advances the health of employees and employers as well; accidents are reduced to a minimal level when there is safety work environment; a safe work environment reduces the damage of equipment and tools; and if organizations are concerned about the safety of their employees, it will increase the employees confident and comfortable in general<sup>43</sup>.

## **2.2 Theoretical Review**

Three theories were used to underpin this study. The theories are the Unified Service Theory for service delivery; the Human Capital Theory for human capital development; and the Theory of Work Adjustment for the work environment.

### **2.2. 1 Unified Service Theory (UST) for Service Delivery**

The Unified Service Theory (UST) was proposed by Sampson and Froehle (2006) to analyze how services are being delivered as a process in collaboration with customers in different sectors. Generally, service delivery is a process in which the outcome is transferred to the customer. The UST divides services founded on the service act nature such as People-processing services, Information-processing services, Mental stimulus processing services, and Possession-processing services. People-processing services are concerned with the services that are directed at people's bodies such as passenger transportation or food services. Information-processing services are directed at invisible assets such as telecommunications, financial services, and information center services

among others. Mental stimulus processing services are directed to people's minds such as advertising or broadcasting services. While possession-processing services are directed at people's belongings such as freight transport or car repair services.

The synergy of the Unified Service Theory (UST) to this study stems from the information-processing services aspect as it involves information center services. It fits into the discourse of service delivery from the perspective of librarians. Generally, a library is an information center to ensure that library services are delivered efficiently by library personnel to satisfy library users. Notwithstanding, this research is concerned with how the core services of the library are being delivered by the library personnel. As a result, the information-processing services aspect of this theory as applied to library services can be referred to as the technical services (acquisition of information resources, cataloging, and classification of information resources); readers' services (arrangement of resources on the shelves, user education, interlibrary loan, current awareness services among others); and information and communication technology (ICT) services (subscription to e-databases, e-books, e-journal, and other online services).

However, all these information services involve processing from one division to another by library personnel to make sure that services are delivered optimally to reach the end users (library users). As service delivery is described as a process in which the outcome is transferred to the customer, so also library service delivery is a process in which the outcome is transferred to the library users. After the acquisition of information resources, the library personnel in the technical services division will process the resources, then transfer them to the readers' services division for necessary actions such as arranging the resources on the shelves and filling the catalog cards into the catalog cabinets among others.

Finally, the personnel in the readers' service division will upload the processed information resources to the Online Public Access Catalogue (OPAC) and other internet facilities for easy accessibility of the library users.

### **2.2.2 Human Capital Theory for Human Capital Development**

The human capital theory was proposed by Schultz (1961) and developed extensively by Greg Becker in 1964. Human Capital Theory explains how an organization through education and training, can accumulate employees' knowledge, skill, and ability to improve employee capacity<sup>44</sup>. Human capital Theory includes means for improving human qualities which can influence financial output and productivity. The concept of the human capital theory is for humans to invest in themselves. The theory clarifies the importance of labor maximization and how an organization can gather employees' knowledge, skill, and ability that develop employee capability to increase organizational performance. For this study, the three constructs of the human capital theory were used as library personnel knowledge, skills, and abilities acquired through education and training.

The relevance of this theory to the work environment in this study is that libraries in tertiary institutions depend on the knowledge, skill, and ability of library personnel acquired through education and training to perform their duties maximally. Moreover, the changes in the academic environment which have changed the roles of professional librarians necessitate the need for education and training of library personnel. This is to update their knowledge, acquire new skills and attain basic competencies to handle the technological infrastructures for library service delivery. The changing information needs of library users in this new era demand well-trained and competent library personnel to

deliver library services. As illustrated in the literature, training is needed for professional librarians to increase their job performance, increase their knowledge, and be experts in the technological development in their subject area<sup>45</sup>. This is also supported by a scholar that; the library profession is dynamic and challenging in nature and the most productive and effective means for professional librarians to meet up with these challenges is to look for professional development programmes<sup>46</sup>.

However, skill is the aptitude to apply knowledge and use expertise to complete assignments and proffer solutions to complex problems. This means that library personnel needs aptitudes to apply knowledge and use know-how to complete tasks and solve problems. Knowledge is the Intellectual understanding of an employee to improve performance in the organization. ie this may be referred to as the intellectual understanding of library personnel to improve the performance of their service delivery. Ability is referred to as the employees' physical power to perform and complete a task. In tertiary institutions' libraries, the ability is the quality or state of being able or capable to do or of doing something. ie the physical power of library personnel to perform and complete a task. For an instant, the services in the technical service division are clumsy and require some skills and knowledge to understand. Similarly, readers' services and information and technology services demand an amount of knowledge and abilities to be delivered effectively. So far, library services greatly depend on the knowledge, skills, and abilities of library personnel to be delivered effectively.

### **2.2.3 Theory of Work Adjustment for Work Environment**

The theory of Work Adjustment was proposed by Dawis, Lofquist, and Weiss in 1968. The theory is known as Person-Environment Correspondence. The Theory explains the correspondence between the employees and the employer in terms of demands-abilities i.e., Satisfactoriness (skills, knowledge, experience, attitude, behaviours, etc.) from employees, and needs-supplies i.e., Satisfaction (Achievement, Comfort, Status, Altruism, Safety, and Autonomy) from organization/employer<sup>38</sup>. Satisfactoriness and satisfaction are the basic indicators in maintaining correspondence between an employee and his work environment.

For this study, satisfaction constructs were used to measure the library work environment. Satisfaction is an internal indicator of correspondence, i.e., it represents the individual worker's appraisal of the extent to which the work environment fulfills his requirements such as. Comfort, Status, Altruism, and Safety. Comfort in the workplace environment is a working condition that encourages a lack of stress. Status in the workplace are conditions that provide recognition and prestige. Recognition is when the employees are considered as part and parcel of the organization and partners in progress, hence contributing to organizational success instead of being seen as mere subordinates. Altruism or humanity are conditions that foster a good relationship in the workplace environment. Altruism can also be described as the interaction or relationship that exists among the employees in an organization. Safety in the workplace environment is the measure taken by the management of an organization to protect employees from all forms of hazards and to lessen the risk of being harmed and other bad consequences.

The relevance of the theory to the work environment in this study is that if the satisfaction aspects (reinforcers) such as comfort, status, altruism, and safety are provided in the library for library personnel, it will enhance their service delivery. Comfort as described as

working conditions in an organization is referred to as the incentive measures prevalent in library services, such as regular payment of salaries, adequate equipment and tools, staff development, and study leave among others. Status in the workplace are conditions that provide recognition and prestige. Recognition is when the library personnel is considered as part and parcel of the library management and partners in progress, hence contributing to library success instead of being seen as mere subordinates.

Furthermore, altruism is humanity which are conditions that foster a good relationship in the workplace environment. A good relationship with other library personnel and supervisors allows for the flow of library operations, and this enables librarians to have opportunities to share knowledge and improve the library service delivery. Safety in the workplace environment is the measure taken by library management to protect library personnel from all forms of hazards and to lessen the risk of being harmed and other bad consequences. Nevertheless, if all these satisfaction factors are provided in the tertiary institutions' libraries, it will motivate the library personnel to deliver library services effectively. This is affirmed in the literature that, a conducive and supportive workplace environment gives conditions that facilitate employees to carry out their job effectively, using their acquired knowledge, skills, and competencies with the available resources to provide high-quality organizational service<sup>47</sup>.

## **2.3 Review of Empirical Studies**

### **2.3.1 Service delivery in Tertiary institutions' Libraries**

Service delivery is a condition for the development and existence of any institution or organization. Library services are services offered to disseminate library resources (prints

and electronic resources) to meet the needs of clients<sup>48</sup>. The library service delivery is crucial in that, the concept of information services requires that a user who makes a specific request should be provided an answer to his request on demand<sup>6</sup>. A tertiary institution library plays a significant role in every institution it is attached to, by offering services to library users such as students, researchers, and others<sup>8</sup>. Service delivery in tertiary institutions' libraries ascertains the supply of information resources in the library and meets the users' information needs<sup>49</sup>. The place of library service delivery cannot be overlooked in all facets of life, as access to information is an essential issue in decision-making for the nation, human, and economic growth<sup>9</sup>.

The relationship between library services delivery and scholarly communication outputs was examined in four National Agricultural Research Institutes Libraries in North-Central Nigeria. The library services delivered in the institutes are Current Awareness Services (CAS), Selective Dissemination of Information (SDI), Internet Services (IS), Inter-Library Loan Services (ILLS), Reference Services (RS), and Circulation Services (CS). The total population of the study was 1,642 out of which 820 respondents were sampled from the respective agricultural research institutes for the study. Data were collected through a correlation survey design and questionnaires. The result revealed that the significant relationship between the services delivery of scholarly communication outputs in the Research Institutes Libraries was positive. Therefore, the study recommended that more effort should be put into human, financial, and material resources by the institutes' administrators to enhance the already existing service delivery. As a result, the library will achieve its aims of providing the information to the researchers accurately<sup>12</sup>.

Likewise in South-West Nigeria, there was a scholarly study that examined the reference service delivery and users' satisfaction in federal university libraries. A questionnaire was administered to collect data for the study. The findings discovered that there is a considerable correlation between reference service delivery and users' satisfaction in Federal University Libraries in South-South Nigeria. As a result, users were satisfied with the reference services. The study concluded that users' satisfaction with reference service depends on adequate service delivery by personnel. Therefore, it is recommended that the parent institutions of these academic libraries should put more effort into finances to maintain the existing delivery of reference services in their libraries to encourage more users<sup>50</sup>.

To support the significance of the library service delivery in Nigerian tertiary institutions' libraries, another research was conducted in South-South, Nigeria; to investigate how effective service delivery in Nigerian South-South university libraries is to meet users' needs. The population for the study consists of 21,162 registered library users while 1,058 were selected as a sample size which represents 5% of the total population. A questionnaire was used for data collection. The results show that reference services and inter-library loan services were significantly high. Thus, the study concluded that users are impressed and satisfied with the services rendered in the university libraries studied. Therefore, the study recommended that effective reference services should be one of the features of service delivery in Nigerian South-South university libraries<sup>51</sup>.

Another study was conducted in Cross River State, Nigeria, to explore the impact of librarian demographic variables on service delivery gratification in tertiary institution libraries. A survey design was adopted to investigate and describe librarian gender, attitude

toward work, and perceptions of library resources and service delivery gratification. The total population for the study was 236 librarians both professional and paraprofessionals from tertiary institutions in Cross River State, as determined by the formation departments of the universities in 2016. Research questionnaires were used to collect data. The findings showed that gender inequalities in librarians have little effect on service delivery gratification in tertiary institutions. When matched with the tertiary institutions' combination, librarians' attitudes to work had no significant influence on service delivery satisfaction, whereas librarians' perceptions of library resources radically affected service delivery satisfaction<sup>52</sup>.

Nevertheless, since the inception of technology, the internet has taken a paramount position in delivering library services in Nigerian Tertiary Institution Libraries. In support of this, the effective service delivery in academic libraries in Plateau State was reviewed against the application of Internet services. The population of the study was 285 and the entire population was used since the population was not too large. The study adopted a survey research design and a structured questionnaire was used as the instrument for the data collection of the study. The findings of the research exposed the various types of internet services applied for effective service delivery and the areas of their application in academic libraries in Plateau State. The study concluded that the application of internet services was high to some extent to deliver library service effectively. Hence recommendations were made that, there should be a provision of Network and related internet services in the academic libraries for enhancement of library services delivery since the need for use of the internet is unavoidable in this era of information and communication technology. Also,

sufficient hardware support facilities should be provided by library management to improve effective library service delivery in academic libraries<sup>53</sup>.

To substantiate the usefulness of internet services rendered by librarians, during the Covid-19 Pandemic, research was carried out in Kogi State, Nigeria to know the impact of librarians. Descriptive survey research was designed for the study and a population comprising 85 professional librarians was examined. An online questionnaire was administered as an instrument for the collection of relevant data. It was revealed by their findings that most Kogi state librarians work with academic libraries and are majorly found assisting their patrons in solving their queries, also in updating library users with current information, and providing special patrons with selective information. It was also discovered that the major information services provided by librarians during the covid-19 pandemic are: Online Selective Dissemination of Information (SDI) services, Current Awareness Services (CAS), and Electronic Document Delivery Services. These services are mainly delivered through social media platforms, the website of the library, and emails<sup>54</sup>.

### **2.3.2 Human Capital Development on Service Delivery**

The impact of human capital on the continued existence of an organization cannot be underrated; this demands regular training and development for better performance. Human capital development has a great influence on the employees' service delivery in an organization including the library. However, the insufficient service delivery of Nigerian Tertiary Institutions libraries and the incapability to reach their goals have made libraries receive immense judgment from various users. This has been ascribed to the fact that most

of the personnel in tertiary institution libraries are not well-trained and professionally developed. Consequently, the libraries as well as the institution are experiencing devastation in the system. Human capital development of employees is not only meant for their present productivity enhancement, but it also prepares them to acquire skills for future responsibilities<sup>55</sup>.

A study was carried out to show how human capital development affects staff performance in a Nigerian public hospital. This study used a survey approach to gain a complete understanding of the issue of employee performance at the Federal Medical Hospital in Nigeria. According to the study, Human capital development efforts in Nigerian hospitals can be leveraged to improve staff performance and also, and the study discovered that the lack of an explicit human capital development strategy aimed at bridging identified skills, knowledge, and attitude gaps was to blame for the poor performance of Nigerian hospital managers. As a result, the study proposes that for the human capital development process in Nigerian hospitals to be successful, a pre-planned and integrated employee development strategy is required to make the human capital development process in Nigerian hospitals successful. Also, to solve the problems of deficiencies in the skills, knowledge, and attitude observed in Nigerian public hospitals, career assistance, on-the-job and off-the-job training should be included in the development programs<sup>56</sup>.

Another research was carried out to determine the link between human capital management and organizational performance in Nigeria. The study followed a descriptive research strategy. The population of the study was 152, and a sample size of 110 was calculated using the Taro Yamane formula with a 5% error to tolerance and a 95% level of confidence. A questionnaire was administered as a data collection. tool while a total of 110 copies of

the questionnaire were given, with 80 of them being returned. The findings revealed that the relationship between human capital management and organizational performance was very strong. According to the report, it was recommended that human resource managers should guarantee that the organization's human capital needs are properly identified, determined, and assessed<sup>57</sup>.

Nevertheless, despite the government's efforts to enhance human resources in all government establishments, and other non-government organizations, the difficulties of employee performance in Nigeria's Tertiary Institution Libraries personnel have remained stagnant. The situation is aggravated by the fact that most previous research on human capital development in Nigeria concentrated on other sectors, with little literature on human capital development in Nigeria's Tertiary Institution Libraries. To enhance library service delivery in Nigerian Tertiary Institution Libraries, it is essential to develop the human capital (personnel) in the libraries mainly, professional librarians. Continuous professional development is essential to boost proficiency, rapport with co-workers, skills for communication, enhance the service delivery of high quality, and improve professional job performance<sup>58</sup>. Moreover, in Tertiary institutions, the achievement of institutional goals in terms of teaching, learning, and research, as well as the development of both students and staff, is greatly determined by the functional library in the institution. Thus, for the library to function well in service provision, the library personnel must be well-trained and professionally developed.

To justify how vital is human capital development to the success of library services, in Malappuram, India, a study was conducted on 'Training and Professional Development of Library Professionals in the University of Calicut. The study was carried out to find out the

availability and effect of training programs and the professional development of librarians. The librarians in CHMK Library, department libraries, distance education centers, and university study centers made-up the population for the study. Google Forms and questionnaires were used to collect data from 70 librarians from the Calicut University campus out of which 63 were returned. The findings show that training programs and professional development programs attended by librarians help them to offer better service to the users. Also, the professionals develop skills and knowledge acquired through training has given them the competency of providing better service to meet the requirements of the users. Therefore, the study recommended that library training should be given to all library professionals in practical oriented library training with the use of the new technologies<sup>46</sup>.

Also, in Nigerian, the correlation between human capital development and the efficiency of librarians in Nigerian public University Libraries was determined in 54 public university libraries. Human Capital Development has a reliability coefficient of 88%, and a Productivity of 94%. The findings ascertained that human capital development will improve librarians' productivity. Accordingly, the job performance of librarians would greatly boost. The study recommended that library authorities should continually develop their personnel to deliver services to satisfy assorted users in the university society<sup>59</sup>.

In Southwest Nigeria, a study was also carried out on capacity building by some researchers which was centered basically on the job productivity of trained library personnel in carefully chosen universities in Nigeria. The inquiry was piloted by four research questions containing variables like the extent of capacity building, level forms, and the apparent consequence of the capacity building on how efficiently the library staff performs their job. Only library officers were used to carry out the study with a population

of 202 chosen from six different universities in the southwestern part of Nigeria. They made use of A total listing was used through data collection via the use of a questionnaire. The result obtained showed a reasonable degree of capacity building with a major emphasis on job rotation and computer-based training and also a great intensity of productivity among the librarians on their duties, hence highly suggested motivation via training and development is made available to the librarians<sup>60</sup>.

To further expatiate how human capital development affects the service delivery by library personnel in tertiary institutions, in Southwest Nigeria, a group of scholars researched to examine the problems of the professional development among library staff in federal universities in Southwest, Nigeria. The population of the study consists of 163 library personnel (80 librarians and 49 paraprofessionals) from four federal universities out of seven in Southwest, Nigeria. A structured questionnaire to collect data for the study of which 79% (129) of the questionnaires were returned and used for the study. It was discovered from the findings that almost all the library personnel professed that library administrators were immeasurably committed to capacity building, though some respondents in each institution perceived that the capacity building programs were not satisfactory. The study stated the most common capacity-building programs as workshops/seminars and conferences. The study also revealed the importance and benefits of capacity building which include: improving library service delivery; to get trained in the latest technologies. The major challenge of capacity building of library personnel in federal universities was irregular sponsorship from their university and library management. Recommendations were made that library management should improve the capacity-building programs by providing funds to support training for library service enhancement<sup>61</sup>.

Through the Nigerian Library Association, a study was conducted on continuous professional development for information professionals (NLA). The survey research approach was used and the study's participants were all information professionals from Nigeria's Federal University Libraries in the North Central States. A structured questionnaire was utilized for data collection. The findings suggested that information experts were hampered by the issue of sponsorship, both financially and in terms of time for attending the programs, and also indicated that professional development programs for librarians would be beneficial to information professionals since the skills they learned would enable them to function in both a traditional and an electronic environment<sup>62</sup>.

In Enugu State, Nigeria, an investigation was made on academic librarians and continuing professional development programs in which a descriptive survey with four specific aims and one hypothesis led the research. The survey included 165 academic librarians who were members of the Nigerian Library Association's Enugu State Chapter with the use of a structural questionnaire as the study's tool. Percentages, means, and the T-Test were used to analyze the data and according to the findings of the study, inadequate government support, lack of support from donor organizations, insufficient training facilities, and personal budgetary constraints were among the issues faced by academic libraries in Enugu State. The study also indicated that continuing professional development (CPD) program sponsorship should not be placed in the hands of individuals or library organizations<sup>63</sup>.

Staff development and job performance of library employees in public universities in South-South Nigeria were studied by researchers. The population of the study was 762 which involved the librarians, library officers, and library assistants from thirteen public university libraries in Nigeria's South-South region. The findings of the research revealed

that library staff development is critical to their job success. Therefore, the researchers asserted that the quality of library management's staff development programs for developing librarians in public universities in the South-South part of Nigeria might predict and improve library personnel's work performance<sup>64</sup>.

Another research was conducted by a scholar on the library service delivery in tertiary institutions libraries in Imo state, Nigeria. The study examined mentoring each other as a way to enhance poor service delivery and get maximum service delivery. The population of the study was 400 representing all the library personnel in Imo state tertiary institutions. The findings discovered the great impact mentoring has in enhancing the knowledge and skill of the less experienced library staff towards ensuring effective service delivery in tertiary institutions. Based on the results of the study, the researcher recommended among other things that motivation strategies should be adopted to encourage mentors and mentees for good service delivery<sup>65</sup>.

Training is another essential factor in human capital development for library personnel at all levels and categories in the library to enhance library service delivery. To support this statement, in the Southern Region of Nigeria, a study was carried out by some researchers on training and retraining as a major contributing factor to seeing the effectiveness of service delivery on the part of library staff. This study was carried out determined by five definite objectives alongside five consistent research questions to make answers available on the kinds and effects of training and retraining that would be required by library staff, also the consequences of ineffective training and retraining of library staff to the delivery of service in academic libraries. A descriptive research design was employed and 235 librarians were selected from the six universities in the southern part of Nigeria as the

population of the study with the use of a complete census/listing. A well-organized questionnaire was administered directly to all the selected librarians in their offices and the response rate obtained showed a return of 202 completed copies.

The result shows the several kinds of training that are needed by library personnel. These trainings include digitization of library resources, application management, and computer application to acquire more knowledge and skills. Also, from the result obtained, it was revealed that some of the challenges on the part of the librarians as regards inadequate/ineffective training include lack of competence in recent technological know-how, lack of ICT digital literacy skills, the conservative nature of librarians, and lack of confidence among library staffs. Therefore, it was concluded that training and retraining of the library staff will bring about error-free information services and effectiveness in service delivery. It will also lead to user satisfaction because there will be easy accessibility to information resources and lastly, it will breed a positive attitude to the job on the part of the librarians<sup>66</sup>.

Another set of researchers in Niger State investigated the impact of training on the job performance of professional and para-professional library employees at Nigerian tertiary institutions. A descriptive survey was designed to carry out the investigation. A total number of 60 professional and 84 paraprofessional library workers from all tertiary institutions in Niger State, Nigeria were used as respondents. A structured questionnaire was distributed as a tool for data collection. The acquired data were analyzed using descriptive statistical tools such as frequency tables and mean scores. The result of the study shows that training policies were available in tertiary institution libraries in Niger State and that conditions associated with library staff training have a detrimental impact on

their job performance. From the study, it is also found that consistent training will affect their job performance at Niger State's tertiary institution libraries in a positive way<sup>67</sup>.

To establish that training is one of the strategies that help in developing library personnel and enhancing their performances in service delivery, research was conducted in Akwa Ibom and Cross River States, Nigeria, researchers examined whether there is a link between the library and information professional education and national integration and development. The main objective of this study is to investigate the education and training of library and information professionals in tertiary institutions in Akwa Ibom and the Cross River States, Nigeria for National Integration and Development. The research was conducted through a survey design approach. The study made use of 91 librarians from eight tertiary institutions in the states of Akwa Ibom and Cross River. A questionnaire was administered to collect data. It was ascertained from the findings that the relationship between information professional education and national integration and growth was a strong positive (0.61). The study also established the fact that information professional education is a significant factor in national integration and development<sup>68</sup>.

Nevertheless, there are some challenges to the Human Capital Development Program in tertiary institution libraries in Nigeria. The research was conducted in Nigeria to look at the challenges of human capital development provided for academic libraries' personnel and the impacts of those challenges on library services in Nigeria. The purposes of the study were to examine the types of human capital development programs, challenges, and the effects of the challenges on library service delivery. A descriptive survey design research method was employed to investigate the study. The population for the study was chosen across the six geo-political zones of Nigeria with a total number of 437 tertiary institution

libraries known as academic libraries which include: universities, polytechnics, monotechnics, and colleges of education libraries. Due to the large population, the study adapted a multi-stage sampling technique (stratified, proportionate stratified, and random) to pick 27% of the population i.e. 118 academic libraries. An open-ended questionnaire was considered appropriate to administer to the librarians in the selected libraries. Data were analyzed by simple tabulation, frequency counts, and percentages, and results were given in ranked order.

The result according to the rank order showed that the first and the second are study fellowship and orientation programs for newly employed staff, also founding which top the list and were revealed to be the key human capital development program and brutal challenge to human capital development programs in Nigerian academic libraries. The result also revealed that turning down library services and lack of staff motivation was the serious sad effects of the human capital development challenges. The study concluded that those negative effects might lead libraries and the entire parent institutions to lose recognition and fail National Universities Commission (NUC) accreditation exercises as well as the National Board for Technical Education (NBTE). Therefore, the study recommended that the government at state and federal levels, as well as proprietors, should endeavor to see to the challenges by giving solutions to them<sup>69</sup>.

### **2.3.3 Work Environment on Service Delivery by library personnel**

A comfortable and inclusive workplace environment enhances employees' performance and improves the organization's productivity. Every organization including the library aims

to provide high-quality services and opportunities for lifelong learning to its patrons. A healthy work atmosphere is critical for guaranteeing employee productivity and avoiding needless stress, which can negatively impact job performance. However, literature has established that there is evidence of poor service delivery in some government and private establishments due to poor work environments both in Nigeria and outside Nigeria.

The research was conducted in Malaysia, to examine the relationship between the working environment and employee performance in Kuching Local Government, Malaysia. The work environment was studied in five parameters. Administrators from several departments of a local government in Kuching were the respondents in this study. A quantitative survey design and questionnaires were used to collect data for the research. To determine the link between the variables, the data were analyzed using Pearson's Correlation Analysis. The results of the findings revealed that there is a link between employee performance and the working environment. It was also affirmed in the study that; the supervisor's support is one of the most important factors in establishing a positive working environment<sup>70</sup>.

Likewise in Kenya, research was conducted to figure out how the work environment affects service delivery in selected County referral hospitals. The study was influenced by psychological contract theory. The targeted population for the study was 431 workers. Simple random sampling was used, as well as stratified sampling, with a sample size of 367 respondents. According to the findings, the workplace environment has a significant and negative impact on service delivery in county referral hospitals thus, reduces service delivery. The study recommended that new strategies and policies should be implemented to improve the work environment and employee development practices must also be developed<sup>71</sup>.

However, in Lahore, Pakistan the impact of workplace environment performance in university libraries in the country was investigated. The study's objectives were to determine the impact of the library's work environment on librarians' job performance and whether there was a link between work environment and librarian job performance. The study was investigated using a quantitative study methodology that looked at the librarians' perceptions, joys, and choices about their administrative center settings. In this study, the survey method was applied. The study's target audience was librarians from HEC-accredited public and private universities in Lahore. Data were collected from respondents using a standardized questionnaire. Out of the hundred and twenty questionnaires (120) that were administered among libraries, ninety-six (96) were filled and returned 80%. The descriptive statistics used to measure and analyze the data were frequencies, mean scores, standard deviation, and regression analysis. The study's findings reveal that there is a lack of clarity in job descriptions. It was also discovered from the findings that workers do not have access to adequate training opportunities and they aren't motivated in the way they should be. The study concluded that creating a pleasant working atmosphere for employees will result in higher performance<sup>72</sup>.

Also in South West Nigeria, research was conducted on how the physical work environment influences service delivery in federal university libraries. Six federal universities in Nigeria's southwest with a total number of 218 were used for the study. The data were collected through a questionnaire and analyzed using descriptive statistics. According to the findings, the rate of library service delivery was moderate and the physical work environment and service delivery had a favorable and significant relationship. Therefore, recommendations were made that library management should

embrace and provide ICT-based services. Also, physical facilities and other tools should be provided to enhance effective and efficient service delivery<sup>34</sup>.

Another research investigates the impact that the work environment has on the performance of librarians at Federal University Libraries in North-East Nigeria. A survey research methodology was employed to carry out the research. From the six Federal University libraries in North-East Nigeria, 275 librarians were selected. Total enumeration was used for the study. A validated self-constructed structured questionnaire was used to collect data while descriptive and inferential statistics were used to analyze the data. The result of the findings established the importance of the workplace environment in the job performance of librarians because there was a modest level of job performance from data analysis. Based on the study, the study concluded that the work environment determinants did not affect librarians' job performance. Hence, it was suggested that the institution management collaborates with University Librarians should make the work environment more favorable as needed and encourage library personnel to improve their performances<sup>73</sup>.

Similarly, in Ahmadu Bello University Library (KIL), Zaria, the effect of the Work Environment and Job Performance of Librarians was investigated. A survey research method was implemented to carry out the study. A total population of 131 librarians was surveyed for the study with the aid of a self-structured questionnaire. It was discovered from the findings that the responses from the librarians on job performance were to a high extent and the work environment is moderate for librarians to perform their duties. Due to the result of the findings, it was concluded that the work environment is a key issue when considering the job performance of librarians in the academic library. Hence, the following recommendations were made: to a large extent, librarians should be provided with much

needed to enhance their productivity. Also, university management should make provisions for a workplace environment that is conducive. Lastly, performance assessment should be done regularly<sup>74</sup>.

Also in Southern Nigeria, a study was conducted by a group of scholars on the work environment and performance of staff in university libraries. The study was conducted using a survey research design, with a questionnaire serving as the primary data-gathering tool. All of the librarians in Southern Nigeria's 38 public universities were surveyed using total enumeration. The study showed that there is a link between the work environment and library personnel performance. Though the study observed a significant cumulative impact of work environment metrics on both task performance and contextual performance of university library employees in Southern Nigeria, only occupational safety, workload, and health safety were found to have a relative influence on task performance, while the physical environment was the only workplace environment index that had a major influence on contextual performance. According to the study, employees in university libraries should be provided with a pleasant work environment to function at their best<sup>75</sup>.

The tertiary institution library's mission is to provide excellent service and opportunities for lifelong learning to its patrons in the institution it serves. Unfortunately, many polytechnic libraries appear to have a low level of effectiveness in delivering library services to their users which has been linked to some factors. As a result, a study was conducted in South-West, Nigeria to look into how the work environment affected the institutional performance of polytechnic libraries in Nigeria's southwest. The research design adapted to do the investigation was a survey research design. The population was made up of 429 librarians from Nigeria's 32 polytechnic libraries. While a simple random sampling

technique was used to select 24 (75%) polytechnic libraries and a total enumeration of 368 employees were chosen from the selected polytechnic libraries. The data was collected using a verified questionnaire as the tool. Descriptive and inferential statistics (simple and multiple regressions) were used to examine the data. The findings show that the workplace environment had a favorable and substantial impact on institutional effectiveness, institutional efficacy was found to be low and employees' work environments were judged to be unfriendly. It was concluded that a poor work environment is a primary contributor to low institutional performance. As a result, the study suggests that library directors should create a pleasant working environment for the enhancement of library delivery by polytechnic library personnel<sup>76</sup>.

Nevertheless, in tertiary institutions, the workplace environment does not only affect the service delivery by library personnel but also affects the job performance of academic staff. To establish this, research was conducted at Federal Polytechnic, Offa, Kwara State, Nigeria. The Academic staff at the Federal Polytechnic Offa in Kwara State was the focus of this study. The data was collected from the polytechnic's academic personnel using a survey research design and a questionnaire. Inferential statistics (regression and correlation matrix) were used to analyze the data, and the results revealed that the polytechnic work environment has a considerable impact on academic staff teaching efficacy and research output. It was determined that the academic staff's teaching ability and research output are both lacking. According to the findings, the polytechnic work environment does not foster effective teaching or high-quality research. It was suggested that management restructure the polytechnic work environment to promote academic staff performance, particularly in

the areas of suitable lecture room illumination and ventilation, internet access, class control, lecturer/student ratio, and congenial office arrangement<sup>77</sup>.

#### **2.3.4 Combined Influence of Human Capital Development and Work Environment on service delivery by Library Personnel**

It is uncontroverted that service delivery is highly essential in the library as libraries are purely service-rendering organizations. Various works have been carried out on different areas of service delivery in libraries. More so, diverse variables have been associated with library service delivery. Even though this study, in separate sections, investigated human capital development and the delivery of library services, and work environment and the delivery of library services, the study does not have enough prior works to benefit from both nationally and internationally on the combined influence of human capital development and work environment on service delivery by library personnel. Only a few works have been carried out indirectly on the combine influence of human capital development and work environment on service delivery by library Personnel.

In Nasarawa State, Nigeria, research was conducted to look into the impact of the work environment and training on library personnel's job performance in university libraries. The research was carried out using a survey research design. The survey included 150 library personnel from Nasarawa State university libraries. Self-developed structured questionnaires were utilized to collect data. The findings revealed that the work environment and training of library workers in university libraries in Nasarawa State have a substantial impact on their job performance. The study concluded that the key elements that

influence and enrich library personnel's job performance in university libraries in Nasarawa state are found to be the work environment and training. Therefore, the researcher recommended that training should be given to library personnel regularly through the help of TETFUND and other opportunities to acquire knowledge and to enhanced performance. Also, university library management should always ensure a clean environment that is required for service delivery<sup>78</sup>.

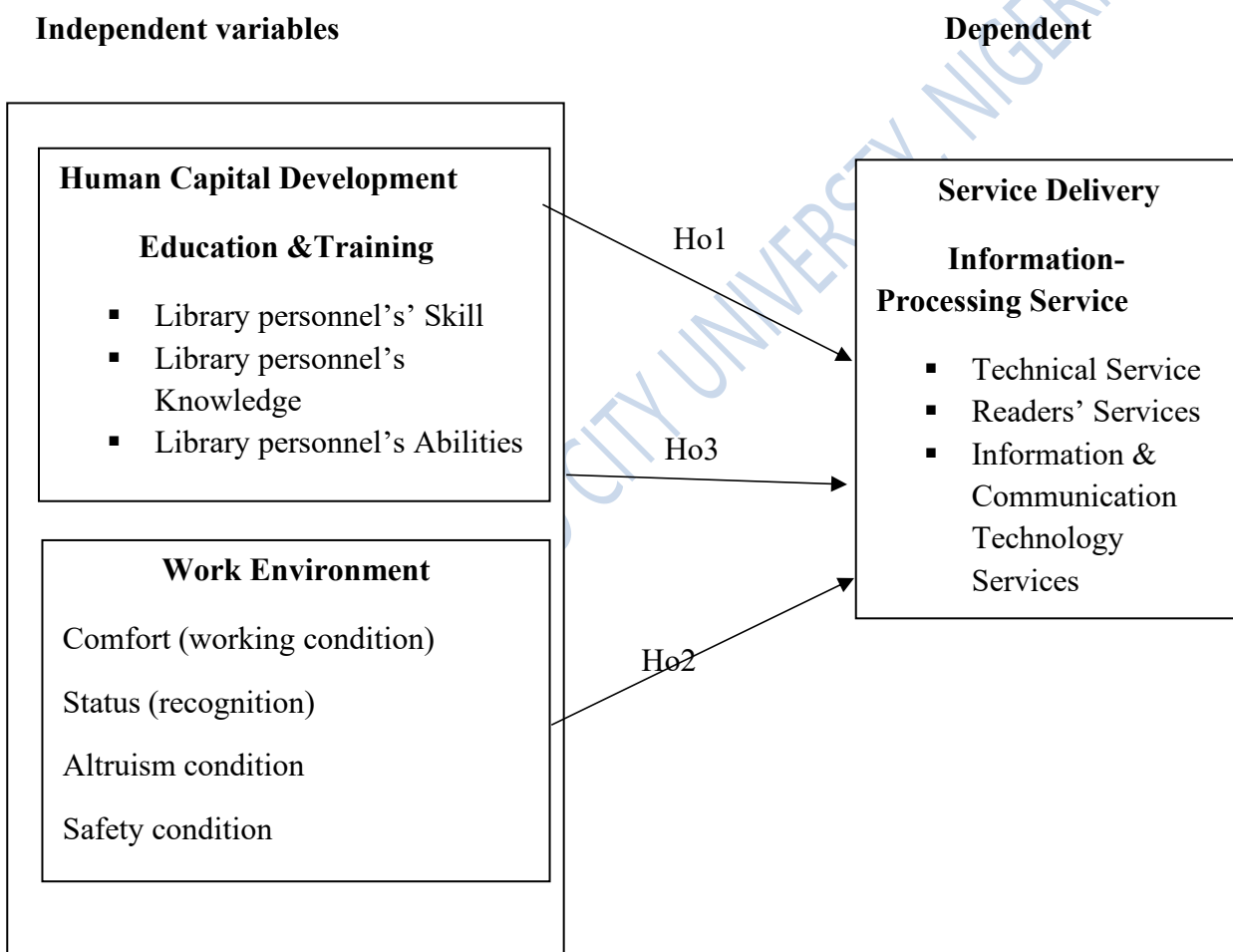
Likewise, in Imo State Nigeria, a group of researchers researched working conditions, staff training, and development programs as predictors of librarians' productivity in academic libraries in Imo State, Nigeria. The research used a descriptive survey design. The survey included a total population of 79 librarians. The instrument for data collection was a questionnaire. The studies revealed that in academic libraries, favorable working conditions boost librarian productivity. It was also discovered that providing opportunities for staff training and development improves job effectiveness among librarians in academic libraries. The hypotheses investigated show that there is no great disparity in librarians' answers to how their working conditions affect their productivity. Based on the findings, academic library administration should provide a good and pleasant working environment for librarians to increase their job performance. In addition, library management should improve librarians' job skills through conferences and workshops so that they can stay up with the Information and Communication Technology (ICT) required in today's librarianship<sup>79</sup>.

In addition, in South-West, Nigeria, private universities were also studied by a set of scholars to look at the effect of work environment and self-efficacy as predictors of library staff performance. The findings indicated that work environment and self-efficacy had a

substantial positive connection work performance of library personnel. The study concluded that work environment and self-efficacy are major elements impacting library personnel's work performance at private university libraries in Southwest Nigeria. It was, therefore, recommended that the university library administration should implement measures to improve job performance by offering reasonable working conditions, such as a good wage, regular promotion, sponsorship, training, and career prospects<sup>80</sup>.

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## 2.4 Conceptual Framework



*Fig 1: Conceptual framework on Human Capital Development, Work Environment, and Service Delivery (Source: Researcher, 2022)*

The self-constructed conceptual framework was developed in light of the reviewed literature and the theoretical framework used for this study. The conceptual framework is based on the human capital development, work environment, and service delivery by library personnel in tertiary institutions' libraries in Ondo State, Nigeria. The model is divided into two parts: independent variables and dependent variables. The independent variables consist of human capital development and work environment while the dependent variable is service delivery.

The service delivery as the dependent variable in this study is referred to as the cumulative activities of library personnel to convey information resources (prints and non-prints) to library users. This study is researching the effectiveness and optimum production of library personnel to service delivery. Generally, the service delivery in the library is towards users' satisfaction, that is, to satisfy the information needs of the library users. Nevertheless, in this study, the researcher is looking at service delivery to how human capital development and work environment go a long way to influencing or reforming service delivery for optimum and efficient service delivery by library personnel.

The service delivery measure is taken from the information-processing services aspect of Unified Service Theory (UST)<sup>3</sup>. This is chosen because it fits into the discourse of service delivery from the perspective of librarians. Generally, a library is an information center to ensure that library services are delivered efficiently by library personnel to satisfy library users. Notwithstanding, this research is concerned with how the core services of the library are being delivered by the library personnel. As a result, the information-processing services aspect of this theory as applied to library services can be referred to as the technical services (acquisition of information resources, cataloging, and classification of

information resources); readers' services (arrangement of resources on the shelves, user education, interlibrary loan, current awareness services among others); and information and communication technology (ICT) services (subscription to e-databases, e-books, e-journal, and other online services).

However, all these information services involve processing from one division to another by library personnel to make sure that services are delivered optimally to reach the end users (library users). As service delivery is described as a process in which the outcome is transferred to the customer, so also library service delivery is a process in which the outcome is transferred to the library users. After the acquisition of information resources, the library personnel in the technical services division will process the resources, then transfer them to the readers' services division for necessary actions to make the resources available and accessible to the library users. Finally, the personnel in the readers' service division will upload the processed information resources to the Online Public Access Catalogue (OPAC) and other internet facilities.

Similarly, human capital development as the first independent variable is described as the process by which library personnel improved their knowledge, skills, and abilities through education and training to enhance their service delivery in tertiary institutions' libraries. Human capital development metrics were adapted from the constructs of Human Capital Theory which consist of education and training (skills, knowledge, and abilities)<sup>20</sup>. An organization depends on the knowledge, skills, and abilities of employees to enhance its production capacity and achieve its goals and objectives. The libraries in tertiary institutions also depend on the knowledge, skill, and ability of library personnel acquired through education and training to perform their duties maximally and to achieve their goals

and objectives. For an instant, the services in the technical service division are clumsy and require some skills and knowledge to understand. Likewise, readers' services and information and technology services demand an amount of knowledge and abilities to be delivered effectively.

Furthermore, the advent of information and communication technology (ICT) has changed the information needs of library users in tertiary institutions' environments, and this has well changed the roles of professional librarians in tertiary institutions' libraries. Therefore, education and training are inevitable for library personnel to update their knowledge, acquire new skills and attain basic competencies to handle the technological changes in this 21<sup>st</sup> century. This is supported by literature that, training is needed for professional librarians to increase their job performance, increase their knowledge, and be experts in the technological development in their subject area<sup>81</sup>.

The second independent variable is the work environment. The work environment is described as the external and internal conditions in the workplace that influence the service delivery or job performance of the employees<sup>37</sup>. The work environment in this study is measured by the satisfaction aspect of the Theory of Work Adjustments such as Comfort, Status, Altruism, and Safety). It is obvious that if all these conditions are provided in the tertiary institutions' libraries, it will motivate the library personnel to deliver library services effectively. In other words, a good library environment is indispensable, for library personnel to be motivated to deliver effective and efficient services.

As related to work environment metrics in this study, satisfaction aspects (reinforcers) such as comfort, status, altruism, and safety will be adapted to measure the work environment in

tertiary institutions' libraries. Comfort is described as working conditions in an organization which can be referred to as the incentive measures prevalent in library services, such as regular payment of salaries, adequate equipment and tools, and study leave among others. Status in the workplace are conditions that provide recognition and prestige. Recognition is when the library personnel is considered as part and parcel of the library management and partners in progress, hence contributing to library success instead of being seen as mere subordinates. Furthermore, altruism is humanity which are conditions that foster a good relationship in the workplace environment. A good relationship with other library personnel and supervisors allows for the flow of library operations, and this enables librarians to have opportunities to share knowledge and improve the library service delivery. Safety in the workplace environment is the measure taken by library management to protect library personnel from all forms of hazards and to lessen the risk of being harmed and other bad consequences. Nevertheless, if all these satisfaction factors are provided in the tertiary institutions' libraries, it will motivate the library personnel to deliver library services effectively. This is affirmed in the literature that, a conducive and supportive workplace environment give conditions that facilitate employees to carry out their job effectively, using their acquired knowledge, skills, and competencies with the available resources to provide high-quality organizational service<sup>82</sup>.

As is illustrated in the conceptual framework of this study, the conceptual model of this study is framed on the theories as follows:

a) The service delivery by the library personnel is conceptualized as the information-processing services as one of the constructs of Unified Service Theory (UST). The information-processing services applied to the service delivery in tertiary institutions'

libraries in the aspect of technical services, readers' services, and information and communication technology (ICT) services.

b) Human capital development is conceptualized on the constructs of Human Capital Theory as education and training (skills, knowledge, and abilities).

c) The work environment is conceptualized on the constructs of the Theory of Work Adjustment such as comfort, status, altruism, and safety, which is provided in the tertiary institution's libraries, library personnel would deliver library services effectively and efficiently.

## **2.5 Summary of Literature Review**

This literature review focuses on the crux of getting the best out of a given situation with scholarly submissions on Human Capital Development, Work Environment, and Service Delivery by library personnel who manage tertiary institution libraries (academic libraries) in Ondo State, Nigeria. This research sets out to consider the centrality of the personnel to the provision of effective services to users of the libraries. The conceptual review is examined under the following points, service delivery which illustrates the connection between service givers and the clients. The review discusses service delivery in the context of this study to the ways and manners library services are being delivered to the library users which is fundamental to library functioning.

The review itemizes the technical services in the academic library which is set up to provide technical services in the library to wit: acquisition (purchase order), enlisting with other libraries to acquire publications not readily available, getting exchange arrangements with other organizations, acquisition of publications through gifting and get materials

deposit system. The technical services also make available, materials that are well cataloged and classified for library users to locate materials with ease.

The readers' services in the academic library make processed materials from the technical services division available to library users in an organized and controlled manner. For example, the circulation service which is a tactical and approachable unit of the library. The unit registers users, charging and discharging information, renewal of borrowed materials, and charges overdue for returning materials late among others. The reference services are also a part of this unit, answering reference queries, user education, a compilation of bibliographies, indexing and abstraction, interlibrary loan services, and current awareness services among others. There is also Serial service, where periodicals are made available both in prints and electronics. Other services are reservation services and reprographic services. The place of ICT services in the academic library cannot be said to be out of place and therefore comes under review as it provides access to e-journals and data base publications, document delivery, electronic mail service, information service, technical processing, circulation, reference, and resource sharing services are also provided.

The literature review also considers Human Capital Development which is the most valuable asset of an organization or institution. This is a collection of knowledge, skills, and abilities, as well as a valuable experience that individuals or groups of people acquire to add value to services rendered to any organization. This has been marked as very significant to organizational growth. Another very vital aspect of this study is the vital role of human capital development library services. The library as a service provider to the academic community is pivotal and developing human capital is very sacrosanct. Education and Training give dynamics to the services of the library making employees give their best

and be at the top of their duties and be abreast of the trending developments in the profession.

In addition to service delivery and human capital, development scholars agree is the role of the work environment. The environment is referred to as the totality of both living and non-living elements and their impacts that influence human lives. Therefore, the environment, simply put can be defined as the setting, situation, conditions, and circumstances under which a group of people works which affect their duties in the workplace. The library work environment, therefore, consists of the internal and external library work environment which determines how effective and efficient the library personnel perform their assigned duties. The physical and behavioural environment of the workplace of employees determines the success of an organization they include; Comfort, Status, Altruism, and Safety.

The empirical review revealed that scholars have come to agree with the essential fact that human capital development, workplace environment, and service delivery of library personnel in tertiary institutions are central to the growth of the library and librarians. They also determine the efficiency or otherwise of the personnel vis-à-vis research work in institutions of higher learning. Through the empirical study of foreign countries and in Nigerian Tertiary Institution Libraries, human capital is acknowledged to be the most valuable asset to the success of any organization. Human Capital Development is described as the process through which organizations support employees to develop and achieve the potential required to carry out the task that is related to their present and future job. Human capital development is crucial to the development and efficient service delivery of any organization including the tertiary institution's library and as a result, it was recommended

by several scholarly researchers that human resource managers should ensure that the library's human capital needs are properly identified, determined, and assessed.

It was also established that the work environment is also one of the key factors that influence the service delivery on the part of the workers. It is defined as that which encompasses the entirety of conditions, and other influencing issues that are currently and, or potentially challenging the employees' schedules and performance. The library work environment determines how effective and efficient the library personnel perform their assigned duties in that it may impact good or bad attitudes in library personnel toward their service delivery and this implies a healthy work environment is critical for guaranteeing employee productivity and avoiding needless stress, which can negatively impact job performance. A comfortable and comprehensive workplace environment will enhance employee performance, thus, increase organizational performance.

This research hopes to look at the combine influence of human capital development and work environment as conditions for service delivery of library personnel in tertiary institutions' libraries in Ondo State, Nigeria.

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## **Chapter Three**

### **Methodology**

This chapter presents the method adopted in carrying out the study under the following sub-headings: research design, the population of the study, sample and sampling techniques, research instrument, validity and reliability of the instrument, method of data collection, and method of data analysis.

#### **3.1 Research Design**

A descriptive survey research design was adopted for this study. This design is appropriate because it allows the use of questionnaires or interviews to gather data from a selected sample to represent a population. It also allows the quantitative and qualitative methods to analyze the data to get an accurate and significant result.

#### **3.2 Population of the Study**

The population of the study was one hundred and forty (140) library personnel in tertiary institutions libraries in Ondo State, Nigeria. According to the Ondo State Ministry of

Education, there are seventeen (17) tertiary institutions in Ondo State, Nigeria; and a visit to them reveals that two of them did not have functioning libraries; therefore, the study centered on fifteen (15) libraries. This study covered all the librarians and library officers in the selected tertiary institutions' libraries. This is because they are the library personnel that is directly involved in all the process of library service delivery, based on their educational qualification, professional skills, and knowledge of library and information science. The tertiary institutions that were considered in this study are listed in Table 3.1

**Table 3.1: Population of the study**

| <b>S/<br/>N</b> | <b>Names of Tertiary Institutions' Libraries</b>            | <b>Ownership</b> | <b>Librarians</b> | <b>Library Officers</b> | <b>Total</b> |
|-----------------|---|------------------|-------------------|-------------------------|--------------|
| <b>1</b>        | Adeyemi College of Education, Ondo.                         | Federal          | 13                | 4                       | <b>17</b>    |
| <b>2</b>        | Federal College of Agriculture, Akure.                      | Federal          | 3                 | 6                       | <b>9</b>     |
| <b>3</b>        | Federal Polytechnic, Ile-Oluji, Ondo State.                 | Federal          | 2                 | 3                       | <b>5</b>     |
| <b>4</b>        | Federal University of Technology Akure.                     | Federal          | 14                | 15                      | <b>29</b>    |
| <b>5</b>        | National Open University of Nigeria, Akure Study Center.    | Federal          | 1                 | -                       | <b>1</b>     |
| <b>6</b>        | Adekunle Ajasin University, Akungba Akoko.                  | State            | 7                 | 9                       | <b>16</b>    |
| <b>7</b>        | Ondo State School of Health Technology, Akure.              | State            | 1                 | -                       | <b>1</b>     |
| <b>8</b>        | Ondo State University of Science and Technology, Okitipupa. | State            | 3                 | 7                       | <b>10</b>    |
| <b>9</b>        | Rufus Giwa Polytechnic, Owo.                                | State            | 7                 | 2                       | <b>9</b>     |
| <b>10</b>       | University of Medical Sciences, Ondo.                       | State            | 4                 | 4                       | <b>8</b>     |
| <b>11</b>       | Achiever University, Owo.                                   | Private          | 6                 | 6                       | <b>12</b>    |
| <b>12</b>       | Best Solution Polytechnic, Akure.                           | Private          | 2                 | 6                       | <b>8</b>     |

|              |  |         |           |           |            |
|--------------|--|---------|-----------|-----------|------------|
| <b>13</b>    | College of Education, Ero, Ondo State              | Private | -         | -         | -          |
| <b>14</b>    | Elizade University, Ilaramokin.                    | Private | 5         | 6         | <b>11</b>  |
| <b>15</b>    | Millennium School of Health Technology, Akure.     | Private | 1         | -         | <b>1</b>   |
| <b>16</b>    | Ondo City Polytechnic, Ondo                        | Private | -         | -         | -          |
| <b>17</b>    | Wesley University of Science and Technology, Ondo. | Private | 2         | 1         | <b>3</b>   |
| <b>Total</b> |  |         | <b>71</b> | <b>69</b> | <b>140</b> |

Source: Registry of the institutions and personal contacts 2022

### **3.3 Sample and Sampling Techniques**

This study covered all the library personnel in the tertiary institutions' libraries in Ondo State Nigeria except those two that have no functional library. Total enumeration sampling was adopted in the study because it allows the use of the total population if it is not too large. As a result, all the one hundred and forty (140) librarians and library officers in all the tertiary institution libraries in Ondo State Nigeria constituted the sample of this study (Table 3.1 above).

### **3.4 Description of the Research Instrument(s)**

The instrument used for this study was a structured questionnaire tagged as "Human Capital Development, Work Environment and Service Delivery by Library Personnel in Tertiary Institution Libraries Questionnaire (HWSLPQ)". The questionnaire was divided into five sections, A – E adapted from various validated and tested literature.

#### **Section A: Demographic data of the respondents:**

Section A contained (8) questions that deal with the personal data of the respondents such as Name of your institution, Positions/Ranks, highest Academic qualification, Gender, Age, Work Division, and Years of work experience.

### **Section B: Library Service in Tertiary Institutions' Libraries**

Section B was designed to collect data on the types of library services in tertiary institutions' libraries. Agree and disagree were used to obtain responses from the respondents.

### **Section C: Service Delivery by Library Personnel**

Section C was planned to find data on the level of service delivery in tertiary institutions' libraries. The section comprised the three divisions that exist in academic libraries which include: Technical services division, the Readers' services division, and the ICT services division. There are thirty-two (32) items on types and levels of service delivery respectively. Technical services consisted of five (5) items; Readers' services consisted of sixteen (16) items; while ICT services consisted of eleven (11) items. A four points Likert-scale of Very High Level (VHL), High Level (HL), Low Level, and Very Low Level (VLL) was used to measure the responses from the respondents on the level of service delivery. The scales were adapted from previous studies<sup>1, 2, 3</sup>. Examples are: Technical services: "the level of Acquisition Services and Cataloguing/Classification Services", Readers' services: "the level of Inter-library loan services and Users Education/ instruction/orientation

services”, ICT services: “the level of Online Selective Dissemination of Information Services and Online Database Search Services” .

#### **Section D: Human Capital Development**

This section comprised fourteen (14) items which entailed questions on human capital metrics available in the tertiary institutions’ libraries. Education consisted of six (6) items, while training consisted of eight (8) items. Four points Likert-scale of Very High Level (VHL), High Level (HL), Low Level, and Very Low Level (VLL) Four (4) point Likert scale was used for its measurement. The scales were adapted from literature<sup>4,5</sup>. Examples are: Education: “Formal education develops my intellect and skills which prepares me for new responsibilities as well as challenges necessary to work in my library”, Training: “Requisite training on the job has increased my experience to do library routine tasks in any section of the library”.

#### **Section E: Work Environment**

This section comprised twenty-six (26) items that required questions on work environment measures. Comfort consists of eight (8) items; Status consists of seven (7); Altruism consists of five (5) items, and safety consists of six (6) items. Four (4) point Likert scale was used for its measurement. SA=Strongly Agree (4), A= Agree (3), SD= Strongly Disagree (2), D= Disagree (1). The scales were adapted from the previous studies<sup>6,7,8</sup>. Examples are: Comfort: “Good working conditions in my library make me have concern for and serve library patrons better”. Status: “I feel motivated when my contributions are

recognized by my superior”, Altruism: “I have a good working relationship with my supervisor and other library personnel”, and Safety: “My library is located in an area where I feel safe and comfortable performing my work”.

### **3.5 Validity of Research Instrument**

The research instrument was validated by giving seven copies of the questionnaire to some expert professional librarians, the research supervisor, and lecturers in the department of library and information science, Lead City University, Ibadan to scrutinize the questionnaire. Their submissions were used to make corrections to the questionnaire where necessary.

### **3.6 Reliability of the Research Instrument**

To ensure the reliability of the research instrument, a pre-test was conducted on thirty (30) library personnel in Afe Babalola University, Ado-Ekiti (BUAD), and Federal Polytechnic Ado-Ekiti with fifteen (15) copies of the questionnaire respectively, as the two institutions were not part of the study. Their responses served as a pre-test that helped to discover the areas of weaknesses and strengths of the study. The Cronbach Alpha result of the reliability test was 0.93. The result thereby helped the researcher to restructure the questionnaire properly. The data collected was used to determine the reliability coefficient of the instrument.

### **3.7 Data Collection**

The researcher collected an introduction letter from the department. Two research assistants were employed and trained to administer and collect the questionnaire. Also, the help of library personnel in those tertiary institution libraries was sought to complement the effort of the researcher in fast-tracking the filling of the questionnaire. The researcher was involved in the supervision and successful collection of the questionnaire administered. And this whole exercise took two weeks to completion

### **3.8 Method of Data Analysis**

Descriptive and inferential statistics were used to analyze the data. Demographic data were analyzed using descriptive statistics while research questions were analyzed using both descriptive and inferential statistics such as mean, standard deviation, and percentages. Hypotheses Ho1 and Ho2 were analyzed using linear regression, while hypothesis Ho3 was analyzed using multiple regressions at a 0.05 level of significance. Criterion means were placed at 2.50 indicating that the average mean that was below 2.50 was considered low and an average mean above 2.50 was considered high.

### Endnotes

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## **Chapter Four**

### **Results and Discussion of Findings**

This chapter is focused on data analysis, presentation of results, and discussion of findings following the research questions and hypotheses raised in Chapter One of the study. The decision rule is that all items with a mean score equal to or greater than 2.5 are considered significant while any item with a mean score of less than 2.5 is considered not significant.

#### 4.1: Questionnaire Response Rate

**Table 4.1: Questionnaire Response Rate**

| <b>Number of Questionnaires Administered</b> | <b>Number of Questionnaires Retrieved</b> | <b>Percentage of Questionnaire Returned</b> |
|--|---|---|
| 140  | 116                                       | 82.9%                                       |

**Source: Field Survey 2022**

As revealed in Table 4.1, a total of 140 copies of the questionnaire were administered and 116 were filled and returned. This gave a response rate of 82.9%. The response rate of 82.9% is considered adequate for the study because the standard and acceptable response rate in social science and education is 60%<sup>1</sup>

#### 4.2: Demographic Data Analysis of Respondents

**Table 4.2: Names of Institutions of the Respondents**

| <b>Name of Institutions</b>                      | <b>Frequency</b> | <b>Percentage %</b> |
|--|------------------|---------------------|
| The Federal University of Technology Akure.      | 26               | 22.4                |
| Adeyemi College of Education, Ondo.              | 14               | 12                  |
| Adekunle Ajasin University, Akungba Akoko.       | 13               | 11.2                |
| Achiever University, Owo.                        | 10               | 8.6                 |
| Ondo State University of Science and Technology, | 9                | 7.8                 |

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|  |            |            |
|--|------------|------------|
| Okitipupa.   |            |            |
| Elizade University, Ilaramokin.                          | 9          | 7.8        |
| Rufus Giwa Polytechnic, Owo.                             | 7          | 6          |
| Federal College of Agriculture, Akure.                   | 7          | 6          |
| University of Medical Sciences, Ondo.                    | 6          | 5.2        |
| Best Solution Polytechnic, Akure.                        | 6          | 5.2        |
| Wesley University of Science and Technology, Ondo.       | 2          | 1.7        |
| National Open University of Nigeria, Akure Study Center. | 1          | 0.9        |
| Federal Polytechnic, Ile-Oluji, Ondo State.              | 4          | 3.4        |
| Ondo State School of Health Technology, Akure.           | 1          | 0.9        |
| Millennium School of Health Technology, Akure.           | 1          | 0.9        |
| Ondo City Polytechnic, Ondo                              | -          | -          |
| College of Education, Ero, Ondo State                    | -          | -          |
| <b>Total</b>   | <b>116</b> | <b>100</b> |

**Positions/Ranks**

|                       |            |            |
|-----------------------|------------|------------|
| Librarian III         | 24         | 20.7       |
| Library Officers      | 23         | 19.8       |
| Chief Library Officer | 15         | 12.9       |
| Librarian I           | 14         | 12.1       |
| Senior Librarian      | 13         | 11.3       |
| Assistant Librarian   | 12         | 10.3       |
| Librarian II          | 08         | 6.9        |
| Principal Librarian   | 07         | 6.0        |
| <b>Total</b>          | <b>116</b> | <b>100</b> |

**Higher academic qualifications:**

|   |            |            |
|---|------------|------------|
| MLIS  | 33         | 28.4       |
| BLIS  | 30         | 25.9       |
| OND or HND in Library and Information Science | 29         | 25         |
| PhD   | 17         | 14.7       |
| PGD   | 07         | 6.0        |
| <b>Total</b>                                  | <b>116</b> | <b>100</b> |

**Gender:**

---

|                                    |            |            |
|------------------------------------|------------|------------|
| Male                               | 79         | 68.1       |
| Female                             | 37         | 31.9       |
| <b>Total</b>                       | <b>116</b> | <b>100</b> |
| <b>Age Range</b>                   |            |            |
| 31– 40years                        | 41         | 35.4       |
| 41 – 50years                       | 34         | 29.3       |
| Below 21– 30 years                 | 21         | 18.1       |
| 51 years and above                 | 20         | 17.2       |
| <b>Total</b>                       | <b>116</b> | <b>100</b> |
| <b>Work Division:</b>              |            |            |
| Readers’ Services Division         | 64         | 55.2       |
| Technical Services Division        | 36         | 31         |
| ICT Services Division              | 16         | 13.8       |
| <b>Total</b>                       | <b>116</b> | <b>100</b> |
| <b>Year(s) of Work Experience:</b> |            |            |
| 6 – 10 years                       | 34         | 29.3       |
| 11 – 15 years                      | 29         | 25         |
| 16 – 20 years                      | 22         | 19         |
| 1 – 5 years                        | 16         | 13.8       |
| 21 years and above                 | 15         | 12.9       |
| <b>Total</b>                       | <b>116</b> | <b>100</b> |

**Source: Field Survey 2022**

The demographic information of the respondents is reflected in Table 4.2. data regarding the institutions of the respondents shows that the Federal University of Technology Akure had the highest number of respondents 26(22.4%). This was followed by Adeyemi College of Education, Ondo 14(12.1%); Adekunle Ajasin University, Akungba-Akoko 13(11.2%); and Achiever University, Owo 10(8.6%). The institutions with the least number of respondents were Ondo State School of Health Technology, Akure 1(0.9%); and

Millennium School of Health Technology, Akure 1(0.9%). Ondo City Polytechnic, Ondo, and College of Education, Ero, Ondo State had no respondents.

Responses regarding the positions/ranks of the respondents indicated that the majority of the respondents were Librarians III (24, 20.7%). This was followed by library officers 23(19.8%), and chief library officers 15(12.9%). Librarian II 8(6.9%) and principal librarians 7(6.0%) had the least response rate. This means that the rank of Librarian III had the highest response rate. The results of the highest academic qualifications revealed that the majority of the respondents were MLIS holders 33(28.4%). This was followed by BLIS 30(25.9%), and OND/HND 29(25%). The least was PGD holders 7(6%). The result of the gender distribution of the respondents revealed that 79(68.1%) were male while 37(31.9%) were female. This implies that there were more male respondents than female respondents. This is similar to the study conducted on Age and Gender Differences in Online Travel Reviews and User-Generated-Content (UGC) Adoption<sup>2</sup>

The results regarding the age distribution of the respondents revealed that 41(35.4%) of the respondents were within the age range of 31– 40years; 34(29.3%) fell within the age bracket 41 – 50 years; 21(18.1%) fall within the age bracket of 21– 30 years; while the least were 51 years and above (20(17.2%). This indicates that the vast majority of the respondents fell within the age bracket of 31– 40years. Taken together, this means a blend of youth and experienced staff both of which are vital in the delivery of library services<sup>2</sup>

Responses about the work division of the respondents revealed that most of the respondents were from the readers' services division 64(55.2%). This was followed by the technical services division 36(31%). The least was from ICT services division 16(13.8%). This implies that the Readers' Services Division has the highest number of respondents.

Responses regarding the years of work experience of the respondents revealed that 34(29.3%) of the respondents had work experience of 6-10 years. This was followed by those that had worked for 11-15 years 29(25%), 16-20 years 22 (19%), and 1-5 years 16(13.8%). The least were those that had work experience of 21 years and above 15(12.9%). This signifies that library personnel with 6-10 years of work experience constitute the majority in the libraries<sup>3</sup>.

### 4.3: Presentation of Data Analysis

This section provides answers to the questions raised in Chapter One of the study.

#### 4.3.1 Analysis of Research Questions

**Research Question One: What are the types of library services in tertiary institutions libraries in Ondo State?**

**Table 4.3.1.1:** Types of Library Services in Tertiary Institutions Libraries in Ondo State

| S/N | Types of Library Services | Agree |      | Disagree |      |
|-----|---------------------------|-------|------|----------|------|
|     |                           | No    | %    | No       | %    |
|     | Technical Services        | 80    | 69   | 36       | 31   |
|     | Readers' services         | 101   | 87.1 | 15       | 12.9 |
|     | ICT Services              | 70    | 60.3 | 46       | 39.7 |

**Source: Field Survey 2022**

As revealed in Table 4.3.1.1; The respondents agreed that there are three major types of library services in tertiary institutions' libraries in Ondo State which include technical services, readers' services, and ICT services. The result revealed that the readers' services are the most services rendered 101 (87.1%), followed by technical services at 80 (69%), and ICT services at 70 (60.3). However, the number of respondents that disagree with the types of library services in tertiary institutions' libraries in Ondo State is low rate

respectively. This finding agreed with the literature that categorized the library services in academic libraries into three categories<sup>4,5</sup>

**Research Question Two: What is the level of service delivery by library personnel in tertiary institutions' libraries in Ondo State?**

**Table 4.3.1.2:** Level of Library Services delivery in Tertiary Institutions Libraries in Ondo State

| S/<br>N                   | Types of Library Services                        | VHL |      | HL |      | LL |      | VLL |      | Mean | SD    |
|---------------------------|--|-----|------|----|------|----|------|-----|------|------|-------|
|                           |  | No  | %    | No | %    | No | %    | No  | %    |      |       |
| <b>Technical Services</b> |  |     |      |    |      |    |      |     |      |      |       |
|                           | Acquisition Services                             | 66  | 56.9 | 37 | 31.9 | 9  | 7.8  | 4   | 3.4  | 3.42 | .782  |
|                           | Processing Services                              | 56  | 48.3 | 43 | 37.1 | 15 | 12.9 | 2   | 1.7  | 3.32 | .764  |
|                           | Cataloging/Classification Services               | 20  | 17.2 | 60 | 51.7 | 26 | 22.4 | 10  | 8.6  | 2.78 | .835  |
|                           | Preservation/Conservation Services               | 21  | 18.1 | 36 | 31   | 28 | 24.1 | 31  | 26.7 | 2.41 | 1.071 |
|                           | Bindery Services                                 | 11  | 9.5  | 39 | 33.6 | 44 | 37.9 | 22  | 19   | 2.34 | .894  |
| <b>Readers' services</b>  |  |     |      |    |      |    |      |     |      |      |       |
|                           | Library users' Registration Services             | 89  | 76.7 | 17 | 14.7 | 10 | 8.6  | 0   | 0    | 3.68 | .627  |
|                           | Reference Services                               | 79  | 68.1 | 31 | 26.7 | 5  | 4.3  | 1   | 0.9  | 3.62 | .614  |
|                           | Circulation Services                             | 83  | 71.6 | 21 | 18.1 | 8  | 7.8  | 3   | 2.6  | 3.59 | .747  |
|                           | Charging and discharging of books                | 83  | 71.6 | 21 | 18.1 | 8  | 6.9  | 4   | 3.4  | 3.58 | .771  |
|                           | Users Education/instruction/orientation services | 41  | 35.6 | 56 | 48.3 | 14 | 12.1 | 5   | 4.3  | 3.15 | .794  |

|  |    |      |    |      |    |      |    |      |      |       |
|--|----|------|----|------|----|------|----|------|------|-------|
| Books reservation services.                      | 41 | 35.3 | 58 | 50   | 7  | 6    | 10 | 8.6  | 3.12 | .866  |
| Current awareness services                       | 35 | 30.2 | 59 | 50.9 | 13 | 11.2 | 9  | 7.8  | 3.03 | .854  |
| Book displays and exhibition services            | 36 | 31   | 56 | 48.3 | 13 | 11.2 | 11 | 9.5  | 3.01 | .899  |
| Reprographic and Photocopying Services           | 31 | 26.7 | 46 | 39.7 | 25 | 21.6 | 14 | 12.2 | 2.81 | .968  |
| Referral services                                | 21 | 18.1 | 58 | 50.9 | 19 | 16.4 | 17 | 14.7 | 2.72 | .929  |
| Serials Services                                 | 26 | 22.4 | 40 | 34.5 | 29 | 25   | 21 | 18.1 | 2.61 | 1.028 |
| Documentary Services                             | 20 | 17.2 | 40 | 34.5 | 32 | 27.6 | 24 | 20.7 | 2.48 | 1.009 |
| Inter-library loan services                      | 13 | 11.2 | 37 | 31.9 | 58 | 50   | 8  | 6.9  | 2.47 | .785  |
| Resource sharing services                        | 10 | 8.6  | 40 | 34.5 | 52 | 44.8 | 14 | 12.1 | 2.40 | .812  |
| Selective Dissemination of Information           | 21 | 18.1 | 20 | 17.2 | 42 | 36.2 | 33 | 28.4 | 2.25 | 1.062 |
| Bibliographic and indexing/abstracting services  | 9  | 7.8  | 39 | 33.6 | 29 | 25   | 39 | 33.6 | 2.16 | .983  |
| <b>ICT Services</b>                              |    |      |    |      |    |      |    |      |      |       |
| Online Public Access Catalogue (OPAC)            | 56 | 48.3 | 43 | 37.1 | 11 | 9.5  | 6  | 5.2  | 3.28 | .842  |
| Institutional repository services (e.g., Dspace) | 39 | 33.6 | 59 | 50.9 | 15 | 12.9 | 3  | 2.6  | 3.16 | .741  |
| Online Database Search Services                  | 38 | 32.8 | 60 | 51.7 | 12 | 10.3 | 6  | 5.2  | 3.12 | .793  |
| Electronic Library (e-                           |    |      |    |      |    |      |    |      |      |       |

|  |    |      |    |      |    |      |    |      |             |       |
|--|----|------|----|------|----|------|----|------|-------------|-------|
| library) service                                       | 39 | 33.6 | 57 | 49.1 | 11 | 9.5  | 9  | 7.8  | 3.09        | .860  |
| Online information retrieval services                  | 27 | 23.3 | 66 | 56.9 | 17 | 14.7 | 6  | 5.2  | 2.98        | .769  |
| Online Reference Services                              | 21 | 18.1 | 37 | 31.9 | 49 | 42.2 | 9  | 7.9  | 2.60        | .874  |
| Electronic Mail (email) Services                       | 20 | 17.2 | 37 | 31.9 | 41 | 35.3 | 18 | 15.5 | 2.51        | .955  |
| Online Bibliographic Services                          | 20 | 17.2 | 31 | 26.7 | 41 | 35.3 | 24 | 20.7 | 2.41        | 1.004 |
| Online Selective Dissemination of Information Services | 20 | 17.2 | 28 | 24.1 | 30 | 25.9 | 38 | 32.8 | 2.26        | 1.023 |
| Innovative services                                    | 10 | 8.6  | 29 | 25.0 | 64 | 55.2 | 13 | 11.2 | 2.31        | .785  |
| Electronic document delivery service                   | 12 | 10.3 | 21 | 18.1 | 60 | 51.7 | 23 | 19.8 | 2.19        | .874  |
| <b>Grand Mean</b>                                      |    |      |    |      |    |      |    |      | <b>2.84</b> |       |
| <b>Criterion Mean</b>                                  |    |      |    |      |    |      |    |      | <b>2.50</b> |       |

**Source: Field Survey 2022**

Decision rule: 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

As revealed in Table 4:3.1.2, the grand mean is 2.84 which is higher than the criterion mean of 2.50. This means, therefore, that the respondents agree that the above types of library services are delivered at a high level in tertiary institutions libraries in Ondo State.

The respondents agree that the level of technical service delivery in the tertiary institutions includes acquisition services ( $\bar{x}$  =3.4), processing services ( $\bar{x}$  =3.32), cataloging/classification services ( $\bar{x}$  =2.78), and preservation/conservation services ( $\bar{x}$  =2.41). Regarding the readers' services in the institutions, the respondents show the services that were delivered at a high level such as library users' registration services

( $\bar{x}$ =3.68), reference services ( $\bar{x}$ =3.62), circulation services ( $\bar{x}$ =3.59), charging and discharging of books ( $\bar{x}$ =3.58), users education/ instruction/orientation services ( $\bar{x}$ =3.15), books reservation services ( $\bar{x}$ =3.12), and current awareness services ( $\bar{x}$ =3.03). However, the mean score for resource-sharing services ( $\bar{x}$ =2.40), Selective Dissemination of Information ( $\bar{x}$ =2.25), and Bibliographic and indexing/abstracting services ( $\bar{x}$ =2.16). This revealed that the Selective Dissemination of Information and Bibliographic and indexing/abstracting services are at a very low level in the libraries surveyed. The library service delivery mentioned is affirmed in other literature<sup>6,7</sup>.

The results on ICT services in the institution libraries showed that the level of Online Public Access Catalogue (OPAC) ( $\bar{x}$ =3.28), institutional repository services (e.g., Dspace) ( $\bar{x}$ =3.16), online database search services ( $\bar{x}$ =3.12), electronic library (e-library) service ( $\bar{x}$ =3.09), online information retrieval services ( $\bar{x}$ =2.98), and online reference services ( $\bar{x}$ =2.60). However, the level of online selective dissemination of information services ( $\bar{x}$ =2.26), innovative services ( $\bar{x}$ =1.2), and electronic document delivery service ( $\bar{x}$ =2.19) were at a low level. This means that online selective dissemination of information services, innovative services, and electronic document delivery services are not significantly provided by libraries. Several studies have been carried out on the information and communication technology services in libraries<sup>8,9,10</sup>.

**Research Question Three:** What is the level of human capital development of library personnel in tertiary institutions' libraries in Ondo State?

**Table 4.3.1.3:** Level of Human Capital Development (skills, knowledge, and abilities) through education and training of Library Personnel in Tertiary Institutions' Libraries in Ondo State

| S<br>/<br>N | Level of Human Capital Development   | VHL |      | HL |      | LE |      | VLL |      | Mean<br>( $\bar{X}$ ) | SD    |
|-------------|--|-----|------|----|------|----|------|-----|------|-----------------------|-------|
|             |  | No  | %    | No | %    | No | %    | No  | %    |                       |       |
|             | <b>Education</b>   |     |      |    |      |    |      |     |      |                       |       |
|             | Formal education develops my intellect and skills which prepare me for new responsibilities as well as challenges necessary to work in my library. | 66  | 56.9 | 34 | 29.3 | 7  | 6    | 9   | 7.8  | 3.35                  | .907  |
|             | Continuing education exposed and helped me to perform library tasks efficiently  | 37  | 31.9 | 54 | 46.6 | 20 | 17.2 | 5   | 4.3  | 3.06                  | .816  |
|             | Assignment of responsibilities to me enhanced my service delivery in the library.  | 38  | 32.8 | 52 | 44.8 | 18 | 15.5 | 8   | 6.9  | 3.03                  | .874  |
|             | My attendance at conferences helps me to participate in the discussion of problems on recent developments within the library landscape.            | 35  | 30.2 | 59 | 50.9 | 13 | 11.2 | 9   | 7.8  | 3.03                  | .854  |
|             | I have an academic mentor who helps to improve my career in my workplace   | 29  | 25   | 41 | 35.3 | 29 | 25   | 17  | 14.7 | 2.71                  | 1.004 |
|             | Attendance at workshops/seminars helps me to acquire new skills and  |     |      |    |      |    |      |     |      |                       |       |

|  |    |      |    |      |    |      |    |      |      |       |
|--|----|------|----|------|----|------|----|------|------|-------|
| professional standards of librarianship practice | 25 | 21.6 | 44 | 37.9 | 27 | 23.3 | 20 | 17.2 | 2.64 | 1.008 |
|--|----|------|----|------|----|------|----|------|------|-------|

**Training**

|   |    |      |    |      |   |     |   |   |      |      |
|---|----|------|----|------|---|-----|---|---|------|------|
| Requisite training on the job has increased my experience to do library routine tasks in any section of the library | 77 | 66.4 | 31 | 26.7 | 8 | 6.9 | 0 | 0 | 3.59 | .618 |
|---|----|------|----|------|---|-----|---|---|------|------|

|   |    |      |    |      |    |     |   |     |      |      |
|---|----|------|----|------|----|-----|---|-----|------|------|
| On-the-job training provides me the ability to get the job done in the library seamlessly | 71 | 61.2 | 31 | 26.7 | 10 | 8.6 | 4 | 3.4 | 3.46 | .796 |
|---|----|------|----|------|----|-----|---|-----|------|------|

|  |    |      |    |      |   |     |   |   |      |      |
|--|----|------|----|------|---|-----|---|---|------|------|
| My participation in library management training has improved my ability to contribute to library goals | 41 | 35.3 | 70 | 60.3 | 5 | 4.3 | 0 | 0 | 3.31 | .550 |
|--|----|------|----|------|---|-----|---|---|------|------|

|   |    |      |    |      |    |      |   |     |      |      |
|---|----|------|----|------|----|------|---|-----|------|------|
| In-house training has equipped me with more efficient job knowledge and skills to enhance my service delivery | 41 | 35.3 | 44 | 37.9 | 22 | 19.0 | 9 | 7.8 | 3.01 | .928 |
|---|----|------|----|------|----|------|---|-----|------|------|

|  |    |      |    |      |    |      |    |     |      |      |
|--|----|------|----|------|----|------|----|-----|------|------|
| Regular orientation exposed me to library procedures and how to improve in quality of service in the library | 41 | 35.3 | 44 | 37.9 | 20 | 17.2 | 11 | 9.5 | 2.99 | .955 |
|--|----|------|----|------|----|------|----|-----|------|------|

|  |    |      |    |      |    |      |    |      |      |      |
|--|----|------|----|------|----|------|----|------|------|------|
| My superior's coaching on the job makes me more committed to my service delivery | 29 | 25.0 | 57 | 49.1 | 12 | 10.3 | 18 | 15.5 | 2.84 | .978 |
|--|----|------|----|------|----|------|----|------|------|------|

|   |    |      |    |      |    |      |   |     |      |      |
|---|----|------|----|------|----|------|---|-----|------|------|
| Offsite training opportunities in librarianship help to keep me updated with job knowledge and development. | 25 | 21.6 | 68 | 58.6 | 20 | 17.2 | 3 | 2.6 | 2.79 | .704 |
|---|----|------|----|------|----|------|---|-----|------|------|

|   |   |     |    |      |    |      |    |      |      |      |
|---|---|-----|----|------|----|------|----|------|------|------|
| Visitations to other libraries develop my ability to perform my job efficiently and effectively | 9 | 7.8 | 31 | 26.7 | 51 | 44.0 | 25 | 21.6 | 2.21 | .870 |
|---|---|-----|----|------|----|------|----|------|------|------|

|                       |             |
|-----------------------|-------------|
| <b>Grand Mean</b>     | <b>3.02</b> |
| <b>Criterion Mean</b> | <b>2.50</b> |

**Source: Field Survey 2022**

Decision rule: 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

As shown in Table 4.3.1.3, the grand mean ( $\bar{X}=3.02$ ) is higher than the criterion mean ( $\bar{X}=2.50$ ). This means that the level of human capital development (skills, knowledge, and abilities) acquired through the education and training of library personnel in tertiary institutions' libraries in Ondo State is high. This means that the level of human capital development in the libraries surveyed using education ( $\bar{X}=2.97$ ) and training ( $\bar{X}=3.02$ ) is high. Responses to the statements measuring education reveal that the respondents believe that education is good for developing my intellect and skills which prepares me for new responsibilities as well as challenges necessary to work in my library ( $\bar{X}=3.35$ ), exposure to performing library tasks efficiently ( $\bar{X}=3.06$ ), and enhancement of service delivery in the library ( $\bar{X}=3.03$ ).

The table equally shows that the level of human capital development is enhanced by training. The respondents claimed that requisite training on the job has increased their experience to do library routine tasks in any section of the library ( $\bar{X}=3.59$ ), on-the-job training provides them the ability to get jobs done in the library seamlessly ( $\bar{X}=3.46$ ), and their participation in library management training has improved their ability to contribute to library goals ( $\bar{X}=3.31$ ). The result is supported by literature that for an organization such as the library, to enhance its service delivery, it must invest in its employees through education and training to equip its personnel with new knowledge and skills required of them to meet the standards of job requirements<sup>11,12,13</sup>.

**Research Question four:** What are the types of the work environment of library services in tertiary institutions' libraries in Ondo State?

**Table 4.3.1.4:** Types of Work Environment (comfort, status, altruism, and safety) of Library Services in Tertiary Institutions' Libraries in Ondo State

| S/<br>N | Types of Work Environment  | SA |      | HL |      | LE |      | VLL |      | Mean | SD    |
|---------|--|----|------|----|------|----|------|-----|------|------|-------|
|         |  | No | %    | No | %    | No | %    | No  | %    |      |       |
|         | <b>COMFORT (Working Condition)</b>   |    |      |    |      |    |      |     |      |      |       |
|         | Good working conditions in the library make me concerned for and serve library patrons better.   | 66 | 56.9 | 42 | 36.2 | 7  | 6.0  | 1   | 0.9  | 3.49 | .653  |
|         | The availability of professional tools needed for cataloging & classification, reprographic, and preservation processes makes me function at my optimum level. | 53 | 45.7 | 32 | 27.6 | 20 | 17.2 | 11  | 9.5  | 3.09 | 1.004 |
|         | I feel happy and eager to work harder in a befitting office and congenial work environment.  | 41 | 35.3 | 59 | 50.9 | 0  | 0    | 16  | 13.8 | 3.08 | .952  |
|         | Incentive measures enhance my productivity in library service delivery.  | 30 | 25.9 | 41 | 35.3 | 30 | 25.9 | 15  | 12.9 | 2.74 | .988  |
|         | I am satisfied with my office building and layout  | 19 | 16.4 | 30 | 25.9 | 50 | 43.1 | 17  | 14.7 | 2.74 | .979  |
|         | The Temperature and noise level of my library is bearable  | 31 | 26.7 | 19 | 16.4 | 44 | 37.9 | 22  | 19.0 | 2.51 | 1.083 |
|         | Regular and adequate remuneration and compensation motivate me to be more dedicated to achieving the goals of the  |    |      |    |      |    |      |     |      | 2.49 | .974  |

|  |    |      |    |      |    |      |    |      |      |       |
|--|----|------|----|------|----|------|----|------|------|-------|
| library  | 21 | 18.1 | 34 | 29.3 | 42 | 36.2 | 19 | 16.4 |      |       |
| I am satisfied with the library furniture's lightening and painting            | 27 | 23.3 | 49 | 42.2 | 23 | 19.8 | 17 | 14.7 | 2.44 | .935  |
| <b>STATUS (Recognition)</b>  |    |      |    |      |    |      |    |      |      |       |
| I am satisfied when my experience is well appreciated and rewarded             | 66 | 56.9 | 47 | 40.5 | 2  | 1.7  | 1  | 0.9  | 3.53 | .581  |
| I am satisfied when I am recognized for better performance                     | 66 | 56.9 | 47 | 40.5 | 2  | 1.7  | 1  | 0.9  | 3.39 | .821  |
| I always get motivated to work without being supervised                        | 49 | 42.2 | 51 | 44.0 | 12 | 10.3 | 4  | 3.4  | 3.25 | .779  |
| There is always an urge to remain in an organization where I am appreciated    | 53 | 45.7 | 44 | 37.9 | 12 | 10.3 | 7  | 6.0  | 3.23 | .868  |
| Being recognized will help to improve my commitment to the library             | 36 | 31.0 | 64 | 55.2 | 12 | 10.3 | 4  | 3.4  | 3.14 | .733  |
| I feel motivated when my contributions are recognized by my superior           | 48 | 41.4 | 28 | 24.1 | 23 | 19.8 | 17 | 14.7 | 2.92 | 1.097 |
| Recognition shows that my contribution is noticed in the library               | 33 | 28.4 | 49 | 42.2 | 22 | 19.0 | 12 | 10.3 | 2.89 | .940  |
| <b>ALTRUISM (Interrelationship)</b>  |    |      |    |      |    |      |    |      |      |       |
| I am satisfied when I have a cordial relationship with other library personnel | 50 | 43.1 | 47 | 40.5 | 16 | 13.8 | 3  | 2.6  | 4.08 | 1.105 |
| Good interpersonal relationship in the library enhances my service delivery.   | 62 | 53.4 | 34 | 29.3 | 15 | 12.9 | 5  | 4.3  | 3.32 | .861  |
| I am satisfied with the existing relationship between departments and          |    |      |    |      |    |      |    |      |      |       |

|  |    |      |    |      |    |      |    |      |             |       |
|--|----|------|----|------|----|------|----|------|-------------|-------|
| colleagues in my library   | 25 | 21.6 | 48 | 41.4 | 24 | 20.7 | 19 | 16.4 | 2.68        | .992  |
| There is a cooperation between the units in the library                                | 27 | 23.3 | 44 | 37.9 | 20 | 17.2 | 25 | 21.6 | 2.63        | 1.068 |
| I have a good working relationship with my boss  | 39 | 33.6 | 22 | 19.0 | 22 | 19.0 | 33 | 28.4 | 2.58        | 1.224 |
| <b>SAFETY</b>  |    |      |    |      |    |      |    |      |             |       |
| I am satisfied when my future and job security are guaranteed in my present job        | 39 | 33.6 | 37 | 31.9 | 20 | 17.2 | 20 | 17.2 | 2.82        | 1.084 |
| My library is located in an area where I feel safe and comfortable performing my work. | 31 | 26.7 | 42 | 36.2 | 27 | 23.3 | 16 | 13.8 | 2.76        | 1.001 |
| There is job security in my workplace  | 41 | 35.3 | 28 | 24.1 | 18 | 15.5 | 29 | 25.0 | 2.70        | 1.196 |
| I am pleased with the security architecture of my workplace                            | 21 | 18.1 | 42 | 36.2 | 31 | 26.7 | 22 | 19.0 | 2.53        | .999  |
| I always feel safe at my workplace   | 19 | 16.4 | 40 | 34.5 | 35 | 30.2 | 22 | 19.0 | 2.48        | .982  |
| The security of my workplace is satisfactory   | 19 | 16.4 | 31 | 26.7 | 47 | 40.5 | 19 | 16.4 | 2.43        | .953  |
| <b>Grand Mean</b>  |    |      |    |      |    |      |    |      | <b>2.92</b> |       |
| <b>Criterion Mean</b>  |    |      |    |      |    |      |    |      | <b>2.50</b> |       |

**Source: Field Survey 2022**

Decision rule 1.00 – 1.49 = very low, 1.50 – 2.49 = low, 2.50 – 3.49 = high, 3.50 – 4.00 = very high

Table 4.3.1.4 shows the types of work environment (achievement, comfort, status, altruism, safety, and autonomy) of library services in tertiary institutions' libraries in Ondo State.

The grand mean is ( $\bar{X}=2.92$ ) which is higher than the criterion mean ( $\bar{X}=2.50$ ). This means that the types of work environment (achievement, comfort, status, altruism, safety, and autonomy) of library services in tertiary institutions' libraries are suitable for the achievement of library objectives. The average mean recorded for comfort (working condition) ( $\bar{X}=2.82$ ) reveals that good working conditions increase concern to serve library patrons better ( $\bar{X}=3.49$ ), availability of professional tools needed for cataloging and classification, reprographics, and preservation processes for optimum level of performance ( $\bar{X}=3.09$ ), and happiness and eagerness to work harder in a befitting office and congenial work environment ( $\bar{X}=3.08$ ) are needed in the library work environment. The study also recorded an average mean of 3.19 for status (recognition). In this wise, the respondents indicated that they are satisfied when their experience is well appreciated and rewarded ( $\bar{X}=3.53$ ) when they are recognized for better performance ( $\bar{X}=3.39$ ) and that they always get motivated to work without being supervised ( $\bar{X}=3.25$ ). This result is supported by literature<sup>14,15</sup>

Furthermore, an average mean of 3.06 is recorded for altruism (interrelationship). Under altruism, the respondents indicated that they are satisfied when they have a cordial relationship with other library personnel ( $\bar{X}=4.08$ ), good interpersonal relationship in the library enhances their service delivery ( $\bar{X}=3.32$ ), and they are satisfied with the existing relationship between departments and colleagues in their libraries ( $\bar{X}=2.68$ ). The average mean of 2.63 recorded for safety portends goodwill for the libraries. Under safety, the respondents indicated that they are satisfied when their future and job security are guaranteed in the present job ( $\bar{X}=2.82$ ), their library is located in an area where they feel safe and comfortable performing their work ( $\bar{X}=2.76$ ), and there is job security in their

workplace ( $\bar{X}=2.70$ ). The result of the findings on the type of work environment is supported by the literature that, when an organization improves the environment in which the job is performed, employees are motivated to perform better<sup>16,17</sup>.

#### 4.3.2: Testing of the Hypotheses

This section provides the answer to the hypotheses raised in Chapter One of the study. The results are presented in Tables 4.3.2.1 - 3.

**Hypothesis 1: There is no significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State.**

**Table 4.3.2.1 summary of influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State**

##### a. Model Summary

| Model | R                 | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|-------------------|----------------------------|
| 1     | .776 <sup>a</sup> | .513              | .585                       |

Source: Field Survey 2022

a. Predictors: (Constant), Human capital development,

##### b. ANOVA

| Model |            | Sum of Squares | Df  | Mean Square | F      | Sig.              |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1     | Regression | 77.634         | 2   | 51.722      | 49.665 | .000 <sup>b</sup> |
|       | Residual   | 45.753         | 114 | .254        |        |                   |
|       | Total      | 123.387        | 116 |             |        |                   |

Source: Field Survey 2022

- a. Dependent Variable: Service Delivery in Tertiary Institutions' Libraries  
 b. Predictor: (Constant), Human Capital Development

c. Coefficient

| Model                     | Unstandardized Coefficients |            | Standardized Coefficients | T     | Sig. |
|---------------------------|-----------------------------|------------|---------------------------|-------|------|
|                           | B                           | Std. Error | Beta                      |       |      |
| (Constant)                | .604                        | .153       |                           | 2.700 | .010 |
| Human Capital Development | 1.088                       | .124       | .565                      | 7.220 | .000 |

**Source: Field Survey 2022**

- a. Dependent Variable: Service Delivery

The results of the regression analysis on the influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State are presented in Tables 4.3.2.1.a-c. As reflected a (model) human capital development has a positive significant influence on service delivery by library personnel in tertiary institutions' libraries in Ondo State ( $R = 0.776$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.513 indicates that human capital development accounted for 51.3% of the changes in service delivery by library personnel in tertiary institutions' libraries in Ondo State, while the remaining 58.7% variation in service delivery by library personnel in tertiary institutions' libraries in Ondo State is explained by other variables not investigated in this study.

The ANOVA of the regression test revealed that human capital development has a significant influence on service delivery by library personnel in tertiary institutions'

libraries in Ondo State. This is explained by the F-value (49.665) and low p-value (0.000) which is statistically significant at a 95% confidence interval. Hence, the result posited that human capital development significantly influenced service delivery by library personnel in tertiary institutions' libraries in Ondo State.

The coefficients revealed that at a 95% confidence level, a unit change in human capital development will lead to a 1.088 increase in the level of service delivery by library personnel in tertiary institutions' libraries in Ondo State, given that all other factors are held constant. Based on this result (Adj. R2 = 0.513, F (1, 114) = 49.665, p= 0.000), the null hypothesis one ( $H_{01}$ ) ascertains that there will be no significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State is rejected. This means that there is a significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State. This result of findings on the significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries is ascertained in a several researches<sup>2,13,18</sup>.

**Hypothesis 2: There is no significant influence of work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State**

**Table 4.3.2.2 Summary of Influence of work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State**

**a. Model Summary**

| <b>Model</b> | <b>R</b>          | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1            | .812 <sup>a</sup> | .659            | .656                     | .629                              |

a. Predictors: (Constant), Work environment

**b. ANOVA<sup>a</sup>**

| <b>Model</b> | <b>Sum of Squares</b> | <b>Df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b> |                   |
|--------------|-----------------------|-----------|--------------------|----------|-------------|-------------------|
| 1            | Regression            | 86.924    | 1                  | 86.924   | 220.047     | .000 <sup>b</sup> |
|              | Residual              | 45.033    | 115                | .395     |             |                   |
|              | Total                 | 131.957   | 116                |          |             |                   |

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Work environment

**b. Coefficients<sup>a</sup>**

| <b>Model</b> |                  | <b>Unstandardized Coefficients</b> |                   | <b>Standardized Coefficients</b> | <b>T</b> | <b>Sig.</b> |
|--------------|------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|
|              |                  | <b>B</b>                           | <b>Std. Error</b> | <b>Beta</b>                      |          |             |
| 1            | (Constant)       | -.684                              | .216              |                                  | -3.163   | .002        |
|              | Work environment | 1.018                              | .069              | .812                             | 14.834   | .000        |

a. Dependent Variable: Service delivery

The results of the significant influence of the work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State are presented in Table 4.3.2 a-c. From the results the work environment has a positive significant influence on service delivery by library personnel in tertiary institutions' libraries in Ondo State ( $R = 0.812$ ,  $p < 0.05$ ). The coefficient of determination (Adj.  $R^2$ ) of 0.812 shows that the work environment accounts for 81.2% of the changes in service delivery by library personnel in tertiary institutions' libraries in Ondo State, while the remaining 18.8% variation in service

delivery by library personnel in tertiary institutions' libraries in Ondo State is explained by other variables not investigated in this study.

The ANOVA of the regression test revealed work environment has a significant influence on service delivery by library personnel in tertiary institutions' libraries in Ondo State. This is explained by the F-value (220.047) and low p-value (0.000) which is statistically significant at a 95% confidence interval. Hence, the result reflected that the work environment significantly influenced the service delivery by library personnel in tertiary institutions' libraries in Ondo State.

Equally, the results of the linear regression coefficients revealed that at a 95% confidence level, a unit change in the work environment will lead to a 1.018 increase in the level of service delivery by library personnel in tertiary institutions' libraries in Ondo State, if all other factors are held constant. Based on this result (Adj. R2 = .656, F (1, 115)= 220.047, p= 0.000), this study rejects the null hypothesis which states that there will be no significant influence of the work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State. Hence, the alternative hypothesis is accepted indicating that there is a significant influence of the work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State. The significant influence of the work environment on service delivery by library personnel in tertiary institutions' libraries is established by many researchers<sup>19,20,21</sup>

**Hypothesis 3: There is no significant combined influence of human capital development and the work environment of library personnel on service delivery in tertiary institutions' libraries in Ondo State**

**Table 4.3.3. Summary of the combined influence of human capital development, work environment, and service delivery in tertiary institutions' libraries**

**a. Model**

| <b>Model</b> | <b>R</b>          | <b>R Square</b> | <b>Adjusted R Square</b> | <b>Std. Error of the Estimate</b> |
|--------------|-------------------|-----------------|--------------------------|-----------------------------------|
| 1            | .843 <sup>a</sup> | .711            | .707                     | .483                              |

**Source: Field Survey 2022**

a. Predictors: (Constant), human capital development, work environment

**b. ANOVA**

| <b>Model</b> |            | <b>Sum of Squares</b> | <b>of Df</b> | <b>Mean Square</b> | <b>F</b> | <b>Sig.</b>       |
|--------------|------------|-----------------------|--------------|--------------------|----------|-------------------|
|              | Regression | 83.263                | 2            | 41.632             | 178.681  | .000 <sup>b</sup> |
| 1            | Residual   | 33.784                | 114          | .233               |          |                   |
|              | Total      | 117.047               | 116          |                    |          |                   |

**Source: Field Survey 2022**

a. Dependent Variable: Service Delivery in Tertiary Institutions' Libraries  
Predictors: (Constant), Human Capital Development, Work Environmen

**c. Coefficient**

| <b>Model</b> | <b>Unstandardized Coefficients</b> | <b>Standardized T Coefficients</b> | <b>Sig.</b> |
|--------------|------------------------------------|------------------------------------|-------------|
|--------------|------------------------------------|------------------------------------|-------------|

|   |                           | <b>B</b> | <b>Std. Error</b> | <b>Beta</b> |       |      |
|---|---------------------------|----------|-------------------|-------------|-------|------|
|   | (Constant)                | .403     | .155              |             | 2.600 | .010 |
| 1 | Human Capital Development | 1.017    | .122              | .523        | 8.310 | .000 |
|   | Work Environment          | .375     | .061              | .389        | 6.185 | .000 |

**Source: Field Survey 2022**

a. Dependent Variable: Service Delivery

From Table 4.3.3. a-c the result of the regression indicated the two predictors explained 2% of the variance ( $R^2 = 0.000^b$ ,  $F(2,114) = 178.681$ ,  $p = .000^b$ ). Human capital development ( $\beta=8.310$ ) while the work environment ( $\beta=6.185$ ) implies that the 2% variance was caused by both human capital development, and the work environment of the library personnel. Therefore, the remaining 98% may be a result of chance or other variables not accounted for in this study. The null hypothesis is therefore rejected implying that both human capital development, and the work environment of the library personnel, may influence Service delivery in tertiary institutions' libraries but at a low rate. The combined influence of human capital development and work environment on service delivery by library personnel is confirmed in literature but few<sup>19,20</sup>.

#### **4.4: Discussion of the Findings**

This section reports the findings of the study and discusses them with the findings of previous studies.

Research question one on the types of library services in tertiary institutions' libraries found that the types of library services are classified into three (3) service sectors namely

the technical division, readers' service division, and ICT services division. This is affirmed in the literature that all the library services are categorized under three divisions in the library<sup>4,5</sup>. In other words, services in academic libraries are rendered in different divisions of the library such as the technical division, readers' services division, and information and communication technology (ICT) division. Moreover, the fact remains that service delivery to the teaming number of clientele is a condition for the establishment of libraries and these tasks must be allocated to different sections of the libraries<sup>22</sup>.

Research question two on the level of service delivery in tertiary institutions' libraries established that the level of Service Delivery in different categories of library services (technical services, readers' services, and ICT services) by library personnel in tertiary institutions' libraries in Ondo State is high. The service delivery in the technical section of the tertiary institutions' libraries in Ondo State includes acquisition services, processing services, and cataloging/classification services. There is a relationship between the findings of this study and those that found that the technical service division is noted for rendering collection development, cataloging, classification, and preservation conservation of library resources among others<sup>4,5,23</sup>.

Similarly, the service delivery in the readers' services division of tertiary institutions' libraries includes registration of new library users, loan services, shelving, and shelf reading, students' orientation, user education, current awareness services (CAS), selective dissemination of information services (SDI), answering users' queries, bibliography services, abstracting and indexing services, Internet services (IS), inter-library loan services (ILLS), reference services (RS) and circulation services (CS). This finding is related to the investigation of some researchers on the job performance of librarians in

university libraries and effective reference services delivery in polytechnics' libraries in Nigeria<sup>24,25,26</sup>.

Furthermore, it was also found that the libraries offer ICT services such as Online Public Access Catalogue (OPAC), institutional repository services (e.g., Dspace), online database search services, electronic library (e-library) service, online information retrieval services, online reference services, and electronic mail (email) services. This result is connected to those of prior studies which established that the advent of ICTs has taken a paramount position in delivering library services and simplifying and increasing the number and quality of services rendered in tertiary institution libraries<sup>25</sup>. Another study on the use of ICTs for effective service delivery in academic libraries in Plateau State found that the libraries had ICT services such as Electronic Mail (email), World Wide Web (www), Internet Chat, Internet Telephone, Online Public Access Catalogue (OPAC), Electronic Library (e-library), Own Website, Web 2.0, Archie and Mailing list<sup>27</sup>.

Research question three on the level of Human Capital Development (HCD) of library personnel in tertiary institutions' libraries found that the level of human capital development of library personnel in tertiary institutions' libraries in Ondo State is high. It was found that formal education develops the intellect and skills which prepare library personnel for new responsibilities as well as challenges necessary to work in my library. Continuing education exposed and helped library personnel to perform library tasks efficiently. Attendance at conferences helps library personnel to participate in the discussion of problems on recent developments within the library landscape. Attendance at workshops/seminars helps library personnel to acquire new skills and professional standards of librarianship practice. Requisite training on the job has increased library

personnel's experience to do library routine tasks in any section of the library. This aligned with studies on professional development in libraries<sup>28,29</sup>.

Likewise, on-the-job training provides library personnel the ability to get the job done in the library seamlessly. This finding on the level of human capital development is affirmed in the literature that, it is expected that the level of human capital development of library personnel should be high as human capital development entails investment in training and development. and creativity of employees in the libraries with the aims of developing knowledge, skills, capabilities, and values thereby enhancing service delivery<sup>30</sup>. Another research stated that across libraries the world over, there is a huge investment in human capital development which entails education and training through which theoretical and practical knowledge, skills, and competencies are imparted to employees to enhance their performances<sup>31</sup>.

Similarly, this study found a high level of attendance at workshops/seminars which helps library personnel to acquire new skills and professional standards of librarianship practice. A similar study conducted by a group of scholars that examined the problems of professional development among library staff in federal universities in Southwest, Nigeria reported a similar result. The study found that most of the library personnel claimed that library managers were greatly committed to capacity building. However, some of the respondents averred that the capacity-building programs were not satisfactory. Responses from the respondents revealed that the most common capacity-building programs as workshops/seminars and conferences<sup>32</sup>. The finding of this study is substantiated by the finding of a study conducted in a university in South-South Nigeria which found a high

level of training to boost the morale and professional practice of the librarians. The study found that staff development is critical to the success of libraries<sup>33</sup>.

The result of the high level of human capital development in tertiary institution libraries in Ondo State is supported by many works of literature. A study was conducted to determine the correlation between human capital development and the efficiency of librarians in Nigerian public university libraries. It was found that the level of human capital development in the libraries investigated was high<sup>34</sup>. The study attributed the need for human capital development to include the development of new skills to render library services in the face of the mounting pressure that ICTs impose on libraries. Another study on the need for capacity building by library personnel in Southwest Nigeria indicated that the library personnel needs to further their studies and also attend trainings<sup>35</sup>. The dynamics in library operation due to the influence of disruptive innovations which swiftly render library software obsolete require incessant training in the use of library technologies

Research question four on the types of Work Environment of library services in tertiary institutions' libraries reveals the types of work environment found in tertiary institutions' libraries as comfort (good working conditions, availability of professional tools needed for cataloging & classification, and befitting offices and congenial work environment), status (good reward system, recognition for better performance, and motivation to work without being supervised), altruism (cordial relationship with other library personnel, good interpersonal relationship, and good relationship between departments and colleagues in library), and safety (satisfaction due to job security, safe and comfortable environment, and good security). An agreement exists between the findings of this study and the one which indicated that comfort in place of work motivates employees to perform the tasks with

enthusiasm<sup>23</sup>. Good working conditions give room for efficient dissemination of information and knowledge as well as significant ideas among colleagues<sup>36</sup>.

Moreover, the finding on the work environment of this study corroborates that which was conducted in Jordan to investigate the effect of work environment on job performance and found that satisfaction due to job security, a safe and comfortable environment, good security, cordial relationship with other library personnel, good interpersonal relationship, and good relationship between departments and colleagues in the library are the types of work environment needed in libraries<sup>37,38</sup>. The modern practice in library service delivery requires that employees in tertiary institution libraries are provided with a pleasant work environment to function at their best.

The findings of the test of the hypothesis on the influence of human capital development on service delivery by library personnel show that there is a significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State. It could be inferred from the findings that human capital development is very crucial if libraries want to actualize their objective of effective delivery of services. This finding is similar to a related study in which it was found that training and education of library personnel are among the determining factors in a progressive effort towards effective library service delivery<sup>37</sup>. In another study, it was reported that human capital development motivates library personnel to do whatever they can to ensure that they deliver library services in a manner that can meet the needs of the teaming library users at the appropriate time<sup>28</sup>. Investing in human capital development to enhance library service delivery is a brilliant effort by tertiary institution libraries as the relevance of the libraries can only be established and proved through innovative service

delivery. Undeniably, several studies have suggested that sponsoring library personnel in training within and outside the country will help in equipping the personnel with additional ways of rendering library services<sup>38</sup>

Furthermore, the findings of the test of hypothesis on the influence of work environment on service delivery by library personnel in tertiary institutions' libraries found that there is a significant influence of work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State. This finding corroborates the submission of a work that investigated the work environment and job performance of librarians in federal university libraries in North-East Nigeria and found that; librarians will be at the peak of their professional performance if the work environment is conducive and the library management provides their basic tools needed<sup>39</sup>. The finding is also in agreement with that which investigated the impact of human resources development on service delivery in Kwara State Polytechnic, Ilorin, Nigeria, and found that to ensure optima service delivery by the staff, the institution has to provide a working environment in which the contributions of the staff will be appreciated and efforts will be rewarded<sup>40</sup>. There are studies in which the ineffective delivery of library services is blamed on the failure of the library management to provide a work environment that gives freedom for the staff to express their feeling and use their skills and knowledge in carrying out their tasks<sup>21,25</sup>. Supporting the findings of this study, a study on work environment and worker-productivity in public parastatals in Ogun State Nigeria, found that if the work environment is conducive to the exertion of energy, the best of employees will manifest<sup>41</sup>.

However, the findings of the test of hypothesis on the combined influence of human capital development and the work environment of library personnel on service delivery in tertiary

institutions' libraries reveal that both human capital development and the work environment of the library personnel may influence service delivery in tertiary institutions' libraries in Ondo State. Even the influence is at a low rate. This means that if human capital development and work environment are taken together, they may influence service delivery in the libraries investigated. However, no study has investigated the joint influence of human capital development and the work environment of library personnel on service delivery in tertiary institutions' libraries; somehow, studies have found that human capital development or work environment can influence service delivery in tertiary institutions' libraries respectively<sup>42,43</sup>. In reality, it is extremely difficult, if not impossible, to ensure the effective delivery of library services if there is no provision for human capital development and a conducive work environment.

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## Chapter Five

This chapter comprises a Summary of the findings, Conclusion, Recommendations, and Contributions to Knowledge

### 5.1. Summary of the Findings

The study examined human capital development, work environment, and service delivery by library personnel in tertiary institutions' libraries in Ondo State, Nigeria. Empirical literature was reviewed to ascertain the types of library services, the level of library services delivery by library personnel, the level of human capital development of library personnel, and the types of work environment of library personnel in tertiary institutions' libraries in Ondo State. A descriptive survey research design was used to explore the variables in the study. Data gathered from 116 respondents through the questionnaire were analyzed using frequency and statistical mean as analytical tools in answering the research questions. Three hypotheses were formulated and tested at a 0.05 level of significance. Hypotheses one and two were tested by linear regressions while hypothesis three was tested by multiple regressions. The summary of the findings of the study is presented as follows:

- i. The types of library services delivered in tertiary institutions in Ondo State are technical, readers' services, and information and communication technology services.
- ii. The level of service delivery in Ondo State tertiary institutions' libraries is very high.

- iii. The level of human capital development of library personnel in tertiary institutions' libraries in Ondo State which are to acquire skills, knowledge, and abilities through education and training is high.
- iv. It was also discovered from the findings that the majority of the respondents agreed with the types of work environments in tertiary institutions' libraries in Ondo State. comfort, status, altruism, safety.
- v. There is a significant influence of human capital development on service delivery by library personnel in tertiary institutions' libraries in Ondo State.
- vi. There is a significant influence of the work environment on service delivery by library personnel in tertiary institutions' libraries in Ondo State.
- vii. There is combine significant of both the human capital development and the work environment of the library personnel may influence Service delivery in tertiary institutions' libraries but at a low rate.

## **5.2 Conclusion**

Libraries are service-oriented organizations that require knowledgeable and skillful personnel with the provision of a conducive work environment to ensure that library services are efficiently and effectively delivered to meet the information needs of library users. Education and training in whatever form enables library personnel to have the knowledge of modern practice in librarianship and increases their commitment to work which in turn translates into the level of service delivery. It is indisputable that libraries have to make a huge investment in human capital development through education and training so that the library personnel will adapt to the changing technologies in libraries and also boost the morale of the library personnel, hence, improving library service delivery.

This study establishes that through investment in human capital development and the provision of a conducive work environment, service delivery by library personnel in tertiary institutions' libraries in Ondo State will be enhanced.

Nevertheless, the test of hypothesis Ho<sub>3</sub> of this study stated that both the human capital development and the work environment of the library personnel may influence service delivery in tertiary institutions' libraries. all the same, the work environment must also be such that will be conducive enough for the library personnel to conveniently perform their job. In the modern era in which emerging technologies are confronting library personnel with an enormous challenge to stay alive and blossom, libraries must develop their personnel as well as provide a conducive work environment for their personnel so that they can map out pragmatic strategies to meet the needs of their patron, thereby enhancing the library service delivery.

### **5.3. Recommendations**

In line with the findings of this study, the following recommendations are made:

- i. Library personnel should improve on their human capital development which would translate to the acquaintance of more skills and knowledge needed to boost their performance efficiency.
- ii. Library management should give the necessary support to the library personnel in the form of continuous education and regular training attendance so that their service delivery will be in line with modern library practice.
- iii. Tertiary institution libraries in Ondo State in particular, and Nigeria in general, should make the work environment conducive for the library personnel where they carry out their daily library services.

- iv. Library management should acquire the relevant tools needed to carry out library operations and deliver library services.
- v. The library should engage the services of personnel who are well-versed in the modern practice of librarianship and whose level of work commitment is high.

#### **5.4 Contributions to Knowledge**

The study has made a significant contribution to the body of knowledge in the following ways:

- i. The study has shown that modern library practice requires making a huge investment in human capital development to equip library personnel with the required skills and knowledge to perform their functions.
- ii. It is affirmed in the study that the library management should give the necessary support to the library personnel in the forms of continuous education and regular training attendance so that their service delivery be enhanced.
- iii. The study has ascertained that there is a need for the library management to put the effort in place to make the work environment conducive for the library personnel to carry out their daily library services
- iv. It is established in this study that the onus is on library management to acquire the relevant tools needed to carry out library operations and deliver library services.
- v. The study has reaffirmed that libraries should employ staff who have knowledge of the modern practice of librarianship and are well committed to service.

- vi. It has been affirmed in the study that works environment and human capital development can jointly influence service delivery by library personnel, also the two variables can separately influence service delivery.

### **5.5 Suggested Areas of Further Research**

This study is based on the service delivery in tertiary institutions' libraries in Ondo state. from the findings, it was discovered that the test of hypothesis Ho<sub>3</sub> on the combined influence of human capital development and work environment on service delivery by library personnel, stated that two variables can jointly influence service delivery in tertiary institutions' libraries in Ondo State. This, therefore, suggested that further research can also be conducted to establish the joint influence of the two variables on service delivery in tertiary institutions' libraries in other states in Nigeria. Also, further research can be conducted to establish the joint influence of the two variables on service delivery in other types of libraries.

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## **Theses**

EYO, E. B. E. *Work Environment, Staff Development, Personal Variables and Job Performance of Library Personnel in Public Universities in the South-South, Nigeria*; **A Thesis in the Department of Library, Archival and Information Studies Submitted to the Faculty of Education in Partial Fulfillment of the Requirements for the Degree of Doctor of Philosophy of the University of Ibadan, 2021**

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## Questionnaire

### Human Capital Development, Work Environment and Service Delivery by Library Personnel in Tertiary Institutions' Libraries Questionnaire (HWSLPQ)

Department of Information Management  
Faculty of Communication and Information

Science

Lead City University, Ibadan,  
Oyo State.  
August 2022.

Dear Respondent,

The questionnaire is to assist Masters research on Human Capital Development, Work Environment, and Service Delivery by Library Personnel in Tertiary Institutions' Libraries. Kindly answer the questions to help the researcher effectively complete the study. All the information given would be used strictly for this research.

Thank you for your cooperation.

Researcher,

O. E. Akinyemi

#### Section A: Demographic data of respondents

Please tick (✓) where necessary and complete the spaces where applicable.

1. **Name of your institution:**.....

2. **Positions/Ranks:**

University Librarian ( ), Senior Librarian ( ), Principal Librarian ( ), Librarian I ( ),  
Librarian II ( ) Librarian III ( ) Assistant Librarian ( ), Chief Library Officer ( ),  
Library Officer ( )

4. **Higher academic qualifications:** OND or HND in Library and Information Science ( ), BLIS ( ), MLIS ( ), PGD ( ), MPhil ( ), PhD ( )
5. **Gander:** Female ( ) Male ( )
6. **Age:** Below 21– 30years ( ), 31– 40years ( ), 41 – 50years ( ), above 50years ( )
7. **Work Division:** Technical Services Division ( ), Reader Services Division ( ), ICT Services Division ( )
8. **Year(s) of Work Experience:** Below 1 – 5 years ( ), 6 – 10 years ( ), 11 – 15 years ( ), 16 – 20 years ( ), 21 – and above ( ).

**Section B: Types of Library Service**

Please kindly tick (√) the box Agree or Disagree to show the types of library services in your library.

| S/N | Types of Library Services in your Library               | Agree | Disagree |
|-----|---|-------|----------|
| 1   | Technical Services                                      |       |          |
| 2   | Readers' Services                                       |       |          |
| 3   | Information and Communication Technology (ICT) Services |       |          |

**Section C: Service Delivery by library personnel.**

Please kindly use the following scale by ticking (√) the appropriate box that matches the level of service delivery in your library.

**Very High Level (VHL) = 4; High Level (HL) = 3; Low Level (LL) = 2; and Very Low Level (VLL)= 1**

| S/N | The following are the library services delivered in my institutions' library: | 4<br>VHL | 3<br>HL | 2<br>LL | 1<br>VLL |
|-----|---|----------|---------|---------|----------|
|     | <b>Technical Services</b>   |          |         |         |          |
| 4   | Acquisition Services  |          |         |         |          |
| 5   | Cataloguing/Classification Services   |          |         |         |          |
| 6   | Preservation/Conservation Services  |          |         |         |          |
| 7   | Processing Services   |          |         |         |          |
| 8   | Bindery Services  |          |         |         |          |
|     | <b>Readers' services</b>  |          |         |         |          |
| 9   | Library users' registration Services  |          |         |         |          |
| 10  | Reference Services  |          |         |         |          |

|    |  |  |  |  |  |
|----|--|--|--|--|--|
| 11 | Circulation Services   |  |  |  |  |
| 12 | Serials Services   |  |  |  |  |
| 13 | Current awareness services                                     |  |  |  |  |
| 14 | Users Education/ instruction/orientation services              |  |  |  |  |
| 15 | Selective Dissemination of Information                         |  |  |  |  |
| 16 | Reprographic and Photocopying Services                         |  |  |  |  |
| 17 | Charging and discharging of books                              |  |  |  |  |
| 18 | Books reservation services.                                    |  |  |  |  |
| 19 | Book displays and exhibition services                          |  |  |  |  |
| 20 | Bibliographic and indexing/abstracting services                |  |  |  |  |
| 21 | Inter-library loan services                                    |  |  |  |  |
| 22 | Referral services  |  |  |  |  |
| 23 | Documentary Services   |  |  |  |  |
| 24 | Resource sharing services                                      |  |  |  |  |
|    | <b>Information and Communication Technology (ICT) Services</b> |  |  |  |  |
| 25 | Online Selective Dissemination of Information Services         |  |  |  |  |
| 26 | Electronic Mail (email) Services                               |  |  |  |  |
| 27 | Online Public Access Catalogue (OPAC)                          |  |  |  |  |
| 28 | Online Database Search Services                                |  |  |  |  |
| 29 | Online Bibliographic Services                                  |  |  |  |  |
| 30 | Online Reference Services                                      |  |  |  |  |
| 31 | Electronic Library (e-library) service                         |  |  |  |  |
| 32 | Electronic document delivery service                           |  |  |  |  |
| 33 | Institutional repository services (e.g., Dspace)               |  |  |  |  |
| 34 | Innovative services  |  |  |  |  |
| 35 | Online information retrieval services                          |  |  |  |  |

#### Section D: Human Capital Development Scale

Please tick (√) the appropriate column to indicate the items that best describe the level of human capital development in your library and how it has helped your service delivery.

**Note: Very High Level (VHL) = 4 High Level (HL) = 3 Low Level (LL) = 2 Very Low Level (VLL) = 1**

| S/N | The following are the human capital development metrics available in my tertiary institutions' library              | 4<br>VHL | 3<br>HL | 2<br>LL | 1<br>VLL |
|-----|---|----------|---------|---------|----------|
|     | <b>Education</b>  |          |         |         |          |
| 36  | Continuing education exposed and helped me to perform library tasks efficiently                                     |          |         |         |          |
| 37  | Attendance at workshops/seminars helps me to acquire new skills and professional standard of librarianship practice |          |         |         |          |

|    |   |  |  |  |  |
|----|---|--|--|--|--|
| 38 | Formal education develops my intellect and skills which prepares me for new responsibilities as well as challenges necessary to work in my library. |  |  |  |  |
| 39 | My attendance at conferences helps me to participate in the discussion of problems on recent developments within the library landscape.             |  |  |  |  |
| 40 | I have an academic mentor who helps to improve my career in my workplace  |  |  |  |  |
| 41 | Assignment of responsibilities to me enhanced my service delivery in the library.   |  |  |  |  |
|    | <b>. Training</b>   |  |  |  |  |
| 42 | My participation in library management training has improved my ability to contribute to library goals  |  |  |  |  |
| 43 | On-the-job training provides me the ability to get job done in the library seamlessly   |  |  |  |  |
| 44 | My superior's coaching on-the-job makes me more committed in my service delivery  |  |  |  |  |
| 45 | Regular orientation exposed me to library procedures and how to improve in quality service in the library   |  |  |  |  |
| 46 | Requisite training on the job has increased my experience to do library routine tasks in any section of the library                                 |  |  |  |  |
| 47 | In-house training has equipped me with more efficient job knowledge and skills to enhance my service delivery                                       |  |  |  |  |
| 48 | Offsite training opportunities in librarianship help to keep me updated with the job knowledge and development.                                     |  |  |  |  |
| 49 | Visitation to other libraries develop my abilities to perform my job efficiently and effectively  |  |  |  |  |

### Section E: Theory of Work Adjustment Scale for Work Environment

Please tick (√) the appropriate column to indicate the items that best describe the types of work environment (comfort, status, altruism, and safety) of library services in tertiary institution's library

**Note: Strongly Agree (SA) = 4 Agree (A) = 3 Disagree (D) = 2 Strongly Disagree (SD) = 1**

| SN | The following are the work environment metrics available in my institutions' library              | 4<br>SA | 3<br>A | 2<br>D | 1<br>SD |
|----|---|---------|--------|--------|---------|
|    | <b>COMFORT (Working Condition)</b>  |         |        |        |         |
| 50 | Good working conditions in the library make me have concern for and serve library patrons better. |         |        |        |         |
| 51 | The Temperature and noise level of my library is bearable   |         |        |        |         |
| 52 | Regular an adequate remuneration and compensation motivate  |         |        |        |         |

|    |   |  |  |  |  |
|----|---|--|--|--|--|
|    | me to be more dedicated to achieving the goals of the library   |  |  |  |  |
| 53 | I feel happy and eager to work harder in a befitting office and congenial work environment.   |  |  |  |  |
| 54 | Incentive measures enhance my productivity in library service delivery.   |  |  |  |  |
| 55 | Availability of professional tools needed for cataloguing & classification, reprographic and preservation processes make me function at my optimum level. |  |  |  |  |
| 56 | I am satisfied with the library furniture's lightening and painting   |  |  |  |  |
| 57 | I am satisfied with my office building and layout   |  |  |  |  |
|    | <b>STATUS (Recognition)</b>   |  |  |  |  |
| 58 | I am satisfied when my experience is well appreciated and rewarded  |  |  |  |  |
| 59 | Recognition shows that my contribution is noticed in the library  |  |  |  |  |
| 60 | Being recognized will help to improve my commitment to the library  |  |  |  |  |
| 61 | I feel motivated when my contributions are recognized by my superior  |  |  |  |  |
| 62 | There is always an urge to remain in an organization where I am appreciated   |  |  |  |  |
| 63 | I always get motivated to work without being supervised   |  |  |  |  |
| 64 | I am satisfied when I am recognized for better performance  |  |  |  |  |
|    | <b>ALTRUISM (Interrelationship)</b>   |  |  |  |  |
| 65 | Good interpersonal relationship in the library enhances my service delivery.  |  |  |  |  |
| 66 | There is co-operation between the units in the library  |  |  |  |  |
| 67 | I am satisfied when I have a cordial relationship with other library personnel  |  |  |  |  |
| 68 | I have good working relationship with my boss   |  |  |  |  |
| 69 | I am satisfied with the existing relationship between departments and colleagues in my library  |  |  |  |  |
|    | <b>SAFETY</b>   |  |  |  |  |
| 70 | The security of my work place is satisfactory   |  |  |  |  |
| 71 | I always feel safe at my workplace  |  |  |  |  |

|    |  |  |  |  |  |
|----|--|--|--|--|--|
| 72 | I am pleased with the security architecture of my work place                           |  |  |  |  |
| 73 | I am satisfied when my future and job security are guaranteed in the present job       |  |  |  |  |
| 74 | There is job security in my workplace  |  |  |  |  |
| 75 | My library is located in an area where I feel safe and comfortable to perform my work. |  |  |  |  |

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**Bio-data**

**Full Name:** AKINYEMI, Omolabake Eunice  
**Sex:** Female  
**Date of Birth:** 1<sup>st</sup> June, 1972  
**Place of Birth:** Ogbagi - Akoko, Ondo State  
**State of Origin:** Ekiti - State  
**Nationality:** Nigerian  
**Language:** English  
**Marital Status:** Married  
**Name of Next of Kin:** AKINYEMI, Abiodun 'Mayokun  
**Address of Next of Kin:** Plot B Flat 3, Oke-Odu Tuntun, Akure  
**Postal Address:** Albert Ilemobade Library, Federal University of Technology, Akure  
**Cell no:** +23408060690458  
**Email:** akinyemiomolabake1@gmail.com

### **Educational Background**

Masters in library and information science,  
Lead City University, Ibadan Nigeria. 2020-2022

Bachelor in Business Administration & Management,  
Adekunle Ajasin University, Akugba- Akoko 2015

Diploma in Library Management,  
Federal University of Technology, Akure 2014

Certificate in Data Processing, Federal University of Technology,  
Akure 2006

HND in Business Administration & Management

Rufus Giwa Polytechnic, Owo, Ondo State

1998 - 2000

WASSCE (Sciences), Ilupeju High School, Ilupeju – Ekiti,

Ekiti State

1994

### **Work Experience**

Library Assistance, Albert Ilemobade Library,

Federal University of Technology,

1998 – 2021

Senior Executive Officer, Federal University of Technology, Akure

2021 - date

### **Research Interests:**

Information Management

Information Literacy

School library

### **Publications:**

#### **Theses/ Dissertations:**

The Impact of School Library on Secondary School Students' Academic performances in Ondo State

The Marketing of Financial Services in Banking System: Wema Bank

### **Extra-Curricular Activities:**

Reading and Singing

### **References:**

1. Dr. (Mrs.) Abiolu, O. Aderemi

Albert Ilemobade Library,  
Federal University of Technology,  
Akure, Ondo State

2. Dr. Oluwajobi, I. Festus  
Electrical Department,  
Rufus Giwa Polytechnic,  
Owo, Ondo State
3. Dr. Isa, John  
Agric Engineering Department,  
Federal University of Technology.  
Akure, Ondo State

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**Signature**

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**Date**

**University Compliance Certification**

This is to certify that this thesis by Omolabake Eunice Akinyemi with Matric No LCU/PG/002039 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

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**Signature**

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**Date**

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