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Human Capital Development and Service Delivery by Library Personnel in University Libraries in Ondo State, Nigeria

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Abstract

This research examined the growth of human capital and the provision of services by library staff at university libraries in Ondo State, Nigeria. The specific objectives are to examine the quality of services provided by library staff as well as determine the level of human capital development among library staff in Ondo State university libraries. The study adopted a descriptive survey research design. Total enumeration sampling was used for this study, questionnaire was used as the instrument to elicit data and the data collected were analysed through SPSS. It was discovered that investing into human capital development leads to an improvement in service delivery in university libraries. The hypothesis was tested and the results showed that human capital development had a positive effect on the services provided by library staff in university libraries. The study recommends that in this 21st century, library management should give the necessary support to the library personnel in form of continuous education and regular training so that their service delivery will be in line with modern library practice. Also, functional policy should be formulated towards enhancing human capital of library personnel which will, in turn, improve service delivery.

Keywords: *Human Capital Development, Service Delivery, Library Personnel, University Libraries.*

Introduction

The achievement of academic institutions' goals is significantly aided by libraries through the provision of information resources for teaching, learning and community service. The need to provide quality education by universities necessitates continuous investment in libraries so that timely and quality services can be rendered to the users by libraries since libraries are typically service units within the university. In the contemporary era, the responsibility of libraries transcends merely providing information resources since libraries' main purpose in providing services is to assist with university-wide teaching, learning, and research initiatives. This necessitates them to provide information and information resources to the various users of the library (Bakare & Bakare, 2021). Human capital in libraries comprised skills, capabilities, knowledge as well as health that librarians acquired over time to enable them to understand their ability to discharge daily routine in libraries and information centres.

Many scholars have defined library services as services provided to suit the requirements and meet the information needs of library users through the distribution

of library materials (prints and electronic resources (Bosomtwi-Amoah, Afful-Arthur & Martin-Yeboah, 2021; Oghenekaro, 2019). The information resources housed in the library are purposely to increase the frontier of knowledge of the users for national and global development. Meanwhile, for effective delivery of library services, there is a need for investment in human capital development through which the library personnel will acquire more knowledge and improve their proficiency for improved performance.

There is a wealth of literature on human capital development in academic environments (Mention some of the literature). In order to drive effective services delivery as well as commitment and competitiveness in organisations including libraries, the development of human capital becomes necessary. Human capital is described as the knowledge, capabilities, experience, abilities, talents and skills possessed by employees in an organisation (Opeke and Mayowa-Adebara, 2020). However, much has not been studied on how library personnel within the academic environment have enriched their service delivery through human capital development.

In the current information and communication technology (ICT) era in which information services are delivered electronically, library staff must leverage human capital development to enhance their skills. Hence, the role of ICT cannot be downplayed in librarians' services delivery as noted by Quadri, Quadri and Oluwasina (2018). In the context of this paper, human capital development refers to on-the-job training and off-the-job training, professional conferences and seminars, induction, orientation that are capable of improving and enhancing library personnel's services delivery. Nevertheless, it is still unclear how much library staff members spend on human capital development to expand their expertise and improve their capacity for service delivery. Consequently, this research examines how university libraries build their human resources and provide services, with a focus on the personnel at university libraries in Ondo State, Nigeria.

Objectives of the study

The objectives of the study are to:

1. examine the quality of service provided by library staff in university libraries in Ondo State, Nigeria; and
2. determine the level of human capital development of library staff members in university libraries in Ondo State, Nigeria.

Hypothesis

The below null hypothesis is tested at a significance level of 0.05 guided this study. There is no significant influence of human capital development on the service provided by library staff in university libraries in Ondo State, Nigeria.

Literature review

The information used for the literature review was sourced from Google Scholar and some scholarly databases like JStor, EBSCOhost, PROQUEST, HINARI, AGORA

etcetera and the review of the literature was structured in such a way to capture the objectives of the study.

Service Delivery by Library Personnel

Service delivery over decades has been done traditionally, but, with the advent of technology, service delivery in libraries can be done remotely without being physically present in the library irrespective of the location of the users. Library services are described as services provided to address the requirements and information needs of library users through the dissemination of library materials - both printed and electronic resources (Bosomtwi-Amoah, Afful-Arthur & Martin-Yeboah, 202). Service delivery in the university library is cumulative of all actions of library personnel to make information sources and resources available to the university community or library users at the appropriate time in the most user-friendly manner to make the resources easily accessible, retrievable, and used.

Libraries services are delivered in various divisions of the library such as the technical services division, readers' services division, and information and communication technology (ICT) division, among others. The services include users' registration, students' orientation, user education, current awareness services (CAS), selective dissemination of information services (SDI), answering users' queries, online public access catalogue (OPAC), electronic mail service (email), access to e-journals and e-publications, and so on (Oladipo, 2021; Kimi & Preeti, 2019; Bakare, 2018).

Each library provides a different degree of service. Ima-MP (2019) examined how the federal university libraries in South-West Nigeria offered their reference services. The researcher claimed that adequate delivery of reference services does not mean that the users will be satisfied with such services. In a related study, Iyishu (2021) investigated the significance of library service delivery in South-South universities in Nigeria. The results showed that reference services in university libraries in South-South, Nigeria are significantly high. As a result, the study concluded that users are impressed and satisfied with the services rendered in the university libraries studied.

Human Capital Development of Library Personnel

Human capital development is conceptualised in this study as the process by which library personnel undergone training so as to develop capacities to render effective services delivery to users. Human capital development is a key strategy and a vital element of human capital practices that help libraries adapt to the changes that take place at different levels. 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 productivity of library personnel (Reigns, 2018). Ali and Egbetokun (2018) opined that human capital development covers intellectual and technical skills which employees acquire for improved output. Human capital development of library personnel is not only meant for their present productivity enhancement. It also prepares them to acquire skills for future responsibilities (Alabi & Sani, 2021). Kareem (2019) defined human capital

development as the process of building human capacity through organisational growth, aptitude training, and nurturing for progress within the workforce.

Human capital development is crucial in this era of technology because personnel needed to be train and re-train in the use of technologies for service delivery. Due to the changing information needs in the 21st century, there is a need for developing library personnel to enable them acquire the required knowledge and skills that will enhance the way they deliver library services (Bakare, 2023). Asante and Alemna (2015) noted that for the library to deliver the services that meet the needs of the users due to new technology, it requires competent personnel who are well-trained to cope with the continual changes in technology. A study by Awogbami, Opele and Adeoye (2021) on the training and professional development of library professionals in the university found that training and professional development programmes helped librarians to offer better service to library users.

The goal of every library is to have efficient personnel to deliver quality library services to the society it serves which is achieved through human capital development. Rothwell (2019) affirmed that a library must invest in its workforce through education and training if it wants to provide effective and efficient services. This will enable the staff to acquire the new knowledge and skills necessary for them to perform to the standards of their jobs and improve the quality of their customer service. The staff and the libraries they serve often benefit from investments in human capital development. Research on the staff development and job performance of library staff at public universities in South-South Nigeria found that the success of the work depends on the development of the library staff (Eyo & Afebende, 2019).

A study on the need for capacity building by library personnel in South-west, Nigeria indicated that the library personnel need to further their studies and also attend training to be abreast with the dictates of contemporary times (Adekunjo, Tomomowo-Ayodele & Bamidele, 2019). Thus, the dynamics in library operation brought by the influence of disruptive innovations which swiftly render library software obsolete require incessant training in the use of library technologies (Adekoya & Adedimeji, 2021). As a result, on-the-job training, off-the-job training, professional conferences, professional seminars, induction, orientation, and continuing education are considered the main professional development initiatives provided for librarians (Oche, Odunlade & Ojo, 2021).

On-the-job training is considered a time and cost-resourceful process of developing library personnel 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 while professional conferences play a substantial part in aiding the development of librarianship as a profession by giving opportunities that help librarians to obtain knowledge about new services, approaches, and technologies while developing and maintaining professional networks.

Workshops in the library are more practically oriented. They help the library to ensure that competent and qualified librarians are in charge of different areas of library services just as orientation/induction as a formal training is used to make the new employees get acquainted with the work environment, and enable them to adjust to their new responsibilities.

Research Methodology

The study used a survey research design with 112 library personnels (professionals and paraprofessionals) from 10 university libraries in Ondo State, Nigeria. 57 professionals and 55 paraprofessionals made up the study's population. For this research, a purposive sampling of the total enumeration type was used. The tool for gathering data was a structured questionnaire. Through the SPSS, descriptive statistical methods were used to examine the data collected. A total of 96 (85.7%) of the 112 copies of questionnaires that were administered were properly completed and returned. This is in line with the 60% minimum response rate proposed by Dulle, Minishi-Majanja, and Cloete (2010).

Presentation and Interpretation of Results

Status of the respondents

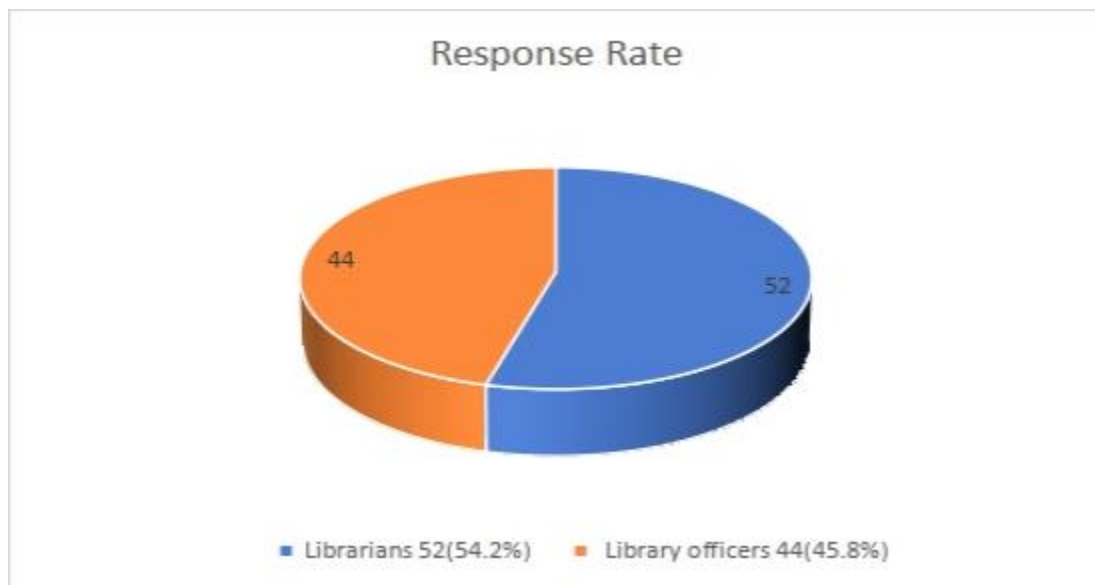


Figure 1: Status of the respondents

Figure 1 demonstrates that of the respondents, 52 (54.2%) are librarians and 44 (45.8%) are library officers. This suggests that at the university libraries that made up the sample, there are more professional librarians than library officers.

Level of Service Delivery by Library Personnel in University Libraries in Ondo State, Nigeria

Table 1: Service delivery by library personnel

Library Services Delivery	VHL	HL	LL	VLL	Mean
Technical Services					
Acquisition services	56	31	7	2	3.50
Processing services	31	56	3	6	3.16
Cataloging/Classification services	20	50	16	10	2.83
Preservation/Conservation services	16	50	20	10	3.16
Bindery services	6	31	56	3	2.41
Average Mean					3.01
Readers' Services					
Users' registration services	76	15	5	0	3.73
Reference Services	71	19	5	1	3.67
Circulation Services	80	6	8	2	3.70
Charging & Discharging Services	67	13	10	6	3.47
Users' Education Services	31	46	14	5	3.13
Books reservation Services	33	49	8	6	3.13
Current Awareness Services	23	49	14	10	2.89
Book displays and exhibition services	26	48	13	9	3.08
Reprographic & Photocopying Services	31	43	15	7	3.02
Referral services	23	49	14	10	2.89
Serials Services	26	43	15	12	2.86
Documentary Services	20	40	22	14	2.69
Inter-library loan services	13	33	43	7	2.54
Resource sharing services	10	41	41	4	2.59
Selective Dissemination of Information	21	20	32	23	2.40
Bibliographic/indexing services	9	27	21	39	2.06
Average Mean					2.99
ICT Services					
Online Public Access Catalogue (OPAC)	50	33	8	5	3.33
Institutional repository services	51	27	12	6	3.28
Online Database Search Services	27	51	12	6	3.03
Electronic Library (e-library) service	30	48	10	8	3.04
Online information retrieval services	19	56	16	5	2.93
Online Reference Services	16	32	40	8	2.58
Electronic Mail (email) Services	12	21	48	15	2.31
Online Bibliographic Services	15	21	41	19	2.33
Online Selective Dissemination of Information Services	16	21	27	32	2.22
Innovative services	11	29	43	13	2.09
Electronic document delivery service	12	21	48	15	2.27
Average Mean					2.67

Grand Mean					2.89
Criterion Mean					2.50

Table 1 shows that the Grand mean of 2.89 is higher than the criterion mean of 2.50. This indicates that the level of service delivery provided by university libraries in Ondo State is high. The average mean of the degree of technical service delivery in university libraries is (\bar{x} =3.01), followed by readers' services (\bar{x} =2.99), and ICT services (\bar{x} =2.89). This is an indication that although all the services delivery identified by library personnel in the studied university library were appreciable delivered with technical services indicating the mostly delivered services.

Level of Human Capital Development of Library Personnel in University Libraries in Ondo State, Nigeria

Table 2: Human capital development of library personnel

Level of Human Capital Development	VHL	HL	LL	VLL	Mean
My intellect and skill set are developed through formal education, which prepared me for new obligations and problems related to my library job.	56	29	7	4	3.43
I have gained the necessary expertise to do regular library operations in any section of the library due to on-the-job training.	37	44	10	5	3.18
Continuing education exposed and helped me to perform library tasks efficiently	31	42	15	8	3
My ability to work efficiently at the library is a result of my on-the-job training.	41	27	9	19	3.78
I can contribute to discussions about issues and current changes in the library sector because I attend conferences.	25	49	13	9	2.94
My academic mentor assists me in advancing my career at work.	27	33	19	17	2.73
My service delivery at the library was improved by the tasks that were assigned to me.	24	37	22	13	2.75
My participation in workshops and seminars aids in my development of new skills and professional standards for librarianship practice	21	55	17	3	2.98
Opportunities for off-site librarianship training keep me current on work knowledge and advancement	61	21	10	4	3.45
Participating in library management training has enhanced my capacity to support library objectives	31	60	5	0	3.27
I was regularly sensitised to library processes and enhanced quality service in the library	31	39	17	9	2.96
My capacity to execute my work successfully and efficiently grows as a result of visits to other	32	41	15	8	3.01

libraries					
I become more dedicated to my service delivery as a result of my superior's on-the-job mentoring.	19	47	12	18	2.70
I have improved my service delivery through in-house training, which has given me more efficient operational knowledge and abilities.	67	21	8	0	3.62
Average Mean					3.13
Criterion Mean					2.50

Table 2 shows that the average mean ($\bar{x}=3.13$) is greater than the criteria means ($\bar{x}=2.50$). This indicates that the university libraries in Ondo State have high levels of human capital development.

Testing of the null hypothesis

Hypothesis: There is no significant influence of human capital development on service delivery by library personnel in university libraries in Ondo State, Nigeria.

Table 3: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733a	.638	.644	.597

a. Predictors: (Constant), Human Capital Development

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	77.843	1	77.854	219.051	.000b
	Residual	53.029	95	.433		
	Total	142.876	96			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Human Capital Development

Tables 3 and 4 reflect the results of the regression analysis on how human capital growth impacts the services provided by library personnel in university libraries in Ondo State. As shown in Table 3, human capital development has a positive significant influence on the services provided by library personnel in the sampled university libraries ($R = 0.644$, $p < 0.05$). The change in service delivery by library personnel at university libraries in Ondo State may be attributed to 64.4% human capital development, according to the co-efficient of determination (Adj. R^2 0.644), while the remaining 35.6% variation can be ascribed to other factors that were not examined in this research.

The ANOVA and regression test results are shown in Table 4, which demonstrated that human capital development has a substantial influence on the services provided

by library personnel in the university libraries under investigation. The F-value (219.051) and low p-value (0.000), which are statistically significant at a 95% confidence range, explain this. As a consequence, the findings suggested that human capital development had a substantial influence on how well library personnel at Ondo State's universities provided services.

According to Table 5 regression coefficient findings, if all other variables remain constant, a unit change in human capital development would, with a 95% degree of certainty, result in a 1.022 rise in the level of service provided by library personnel at Ondo State's tertiary institutions' libraries. The null hypothesis which states that there is no significant influence of human capital development on the service provided by library staff in university libraries in Ondo State, is rejected in light of this finding (Adj. R² = 0.644, F (1, 95) = 219.051, p=0.000). This suggests that the development of human capital among library personnel in the investigated university libraries has a positive, appreciable influence on service delivery.

Discussion of the Findings

The results of the study on the level of service delivery in university libraries showed that Ondo State university libraries had a high level of service delivery by library staff in the areas of technical, readers' services and IT services. Acquisition services, processing services, and cataloging/classification services are provided at the university libraries' technical divisions. Previous research revealed that the technical services department of university libraries offers services such as collection development, cataloguing, categorization, and preservation of library materials (ACRL, 2017). There is also a relationship between the findings of this study and previous studies which found that the technical service division is noted for rendering collection development, cataloging, classification, and preservation conservation of library resources among others (Younus & Nadeem, 2021; Ekwelem, Helen, Josephine & Chukwunaza, 2018).

Similarly, service delivery in the readers' services division of university libraries also entails registering new library users, loan services, shelving, and shelf reading, student orientation, user education, current awareness services (CAS), selective dissemination of information services (SDI), responding to users' inquiries, bibliography services, abstracting and indexing services, Internet services (IS), inter-library loan services (ILLS), and reference services (RS) and circulation services (CS). Furthermore, it was also found that the libraries offer ICT services such as Online Public Access Catalogue (OPAC), institutional repository services (for example, Dspace), online database search services, electronic library (e-library) services, 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 (Esievo & Abdulsalami, 2019; Omosekejimiu, Eyanfe, Nwobu & Nweke, 2019).

In response to questions on the degree of human capital development of library staff in university libraries, it was discovered that Ondo State's university libraries had a high level of human capital development. It was discovered that formal education fosters the intellect and capacities that equip library staff for new duties and challenges in their libraries. Likewise, conferences attendance enables library staff to take part in the debate on issues related to current advances in the library environment. Continuing education has exposed and assisted library staff in performing library responsibilities effectively while workshop/seminar attendance aids in the development of new skills and professional standards of librarianship practice for library staff. The experience of library staff to do regular duties in any area of the library has also risen as a result of required on-the-job training.

Equally, on-the-job training equips library staff with the skills necessary to perform their tasks at the library with ease. This conclusion regarding the level of human capital development is supported by Arnesson and Albinsson (2017) who stated that it is expected that the level of human capital development of library staff should be high as human capital development entails investment in training, development, and creativity of employees with the goals of developing in knowledge, skills, capabilities, and values in order to improve service delivery. Another research affirmed 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 (Undiyaundeye & Basake, 2017).

In addition, this research revealed substantial attendance at workshops and seminars that aid library staff in developing new capacities and competencies to meet professional standards of librarianship practice. Similar findings were observed by research that compared the issues with professional development among library employees at federal institutions in South-West Nigeria. The majority of library staff members reported in the research that library managers were very devoted to capacity development. Some of the responders, however, claimed that the capacity-building initiatives fell short of expectations. Workshops/seminars and conferences are the most popular capacity-building programmes, according to the respondents' responses (Adekunjo, Tomomowo-Ayedele & Bamidele, 2019). The results of research by Akintola, Adetomiwa, and Onifade (2022), which showed that high levels of training may improve librarians' morale and professional practice, support the findings of this study.

Many scholarly works provide support to the high degree of human capital development found in university libraries in Ondo State. At Nigerian public university libraries, research was done to ascertain the relationship between the growth of human capital and the effectiveness of librarians. It was discovered that the libraries under investigation had a high degree of human capital development (Ashaju-Kayode, Adegbenro, Akinpelu, Ayeni, Faminu & Monehin, 2018). The research concluded that in order to meet the growing demands that ICTs place on libraries, human capital development must also entail the development of new skills.

The examination of the influence of human capital development on library staff service delivery also indicated that there is a considerable influence of human capital development on library staff service delivery in university libraries in Ondo State. The results suggest that for libraries to achieve their goal of providing efficient services, human capital development is very essential. 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 library users at the appropriate time (Anyaegebu & Wali, 2019). Investing in human capital development to enhance library service delivery is a brilliant effort by university 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 them with new methods of rendering library services (Ogundele, 2019), a fundamental finding significant to this study.

Conclusion

Libraries are service-oriented organisations that must make sure that their services are effectively delivered to suit the demands of their clientele. Libraries must certainly spend significantly on the growth of human capital through education and training to help library personnel adapt to the changing environment in libraries and to raise staff morale. Regular training in whatever form enables library personnel to know modern practices in librarianship and increase their commitment to work which in turn translates to effective service delivery. In summary, the findings of the study confirmed that human capital development cannot be downplayed in services delivery among library personnel. This study established that through investment in human capital development, service delivery by library personnel in university libraries in Nigeria will be enhanced.

Recommendations

The following recommendations were made in light of the study's results:

1. 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.
2. The library should engage the services of personnel who are well-versed in the modern practice of librarianship and whose level of education and training is high.
3. The library management should formulate a functional policy that will be geared towards enhancing the human capital of library personnel which will, in turn, improve service delivery.

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