

Full Length Research

Human Capacity Building and Information Service Delivery of Library Personnel in University Libraries in Lagos and Ogun States, Nigeria.

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The study examined Human capacity building and information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria. Survey research design was used. The population of the study comprised 353 library personnel in 22 private and public university libraries in Lagos and Ogun States, Nigeria. Total enumeration was used, therefore, all the 353 library personnel in the study areas were considered as participants. A structured questionnaire was used as the instrument for data collection. The instrument was validated and subjected to reliability test. The Cronbach alpha coefficient for the constructs ranged between 0.70 to 0.95. Out of 353 questionnaire administered, 299 (90.1%) was retrieved and used for the data analysis. Data were analyzed using Descriptive, and inferential statistics. The results of the study revealed that human capacity building had a significant influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria. The study therefore concluded among others that library personnel should be encouraged by library management to attend seminars, conferences and workshops in order to develop the skills and competencies for enhanced information service delivery in university libraries.

Keyword: Human capacity building, Human capital, Information service delivery, library personnel, university libraries

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INTRODUCTION

Information is regarded as one of the essential elements in human interactions. Its usefulness in filling identified gaps by enquirers necessitated a search for this essential resource from available sources. Access to this resource according to IFLA (2015) is one of the primary factors in sustainable development goals. Therefore, government, corporate organizations and private individuals place high premium on the access and use of information at every stage of planning, forecasting and decision making. According to Machlup and Mansfield (1983), information is a human phenomenon that enables an individual to transmit and receive things for actionable purpose. The proper understanding and the development of human resources in ICT will probably impact information service delivery of the personnel. This could

assist users to benefit maximally from information service delivery of library personnel. The term information service delivery is referred to in literature as: service delivery, service provision, library and information service delivery, information service provision, library and information provision. (Amaechi, Enweani, Eke, 2018; Izuagbe, Ifijeh & Ilo, 2021). Information service delivery according to Alabi and Sani (2021) refer to how a particular message is being packaged and offered to a target audience. Information service delivery is also defined as resources and activities that are deployed by personnel in libraries to offer services and resources to library users so as to enhance the activities of library users (Agoh, Omekwu, 2011; Ogar, Dushu, 2018 & Agoh, et al, 2021).

Information service delivery is imperative in university environment where current, up-to-date and timely information resources and services are in high demand to

support research, teaching and learning activities. Libraries, especially those established in universities constitute the heartbeat of information service delivery. These libraries play critical role in generating, storing, organizing and disseminating information resources and services to the university community. Therefore, a functional university libraries with qualify personnel are needed to enhance information service delivery in academic environment. Ogar and Dushu (2018) opined that recent opportunities and challenges in the profession impact in the delivery of services and products in university libraries. These developments necessitate the priority placed on personnel capacity building, especially librarians and library officers.

The means of exposing library personnel in university libraries to relevant capacity building programmes could be through conferences, workshops and seminar trainings. Capacity building is used interchangeably with capacity development, manpower development, human resource development and staff development. Human capacity building is defined as the combination of all the strength, attributes and resources available within an organization, community or society to manage and reduce disasters, risks and strengthen resilience (Anyim, 2021). Human capacity building programmes offer personnel in university libraries the benefits of professional competencies needed to be effective in information service delivery.

Capacity building covers a wide range of issues, including actions to strengthen and further develop human resources, infrastructure or organizational arrangement within a community or organization. Adu, Appiah and Yamson (2016) define human capacity building as the process by which individuals or organizations obtain, improve and retain the skills and knowledge needed to do their job competently. However, capacity building in the context of human resource development is more than training, but a process of equipping individuals with the behavior, skills, competencies, attitudes, access to knowledge and information that give the organization the necessary edge in information service delivery (Yaya, 2018). The researchers asserted that the adoption of capacity building by library managers ensures effective support to information service delivery in academic environment. The adoption of human capacity building in libraries, the researcher stressed further is in line with the changing roles in library and information centers, and the changes is dictated by the new generations of information users of the 21st Century. Any organization that has human capital as assets embedded in its employees has access to innovations that could translate into service improvement.

Human capacity building afford organizations, library inclusive, the opportunities to having core competencies and skills that keep professionals abreast of development in their fields (Diebolt & Hippe, 2019). Employees who

are encouraged through formal exposure to opportunities such as workshop, training, seminar and conference attendance, access to support, information and resources that enhance capacity development are likely to improve library service delivery. Being privileged to access information that are related to work environment are also likely to increase workers efficiency. Workers who have access to resources such as fund, internet facilities and expertise would probably carry out specific assignment perfectly and are likely to rise in commitment level and contribute more to information delivery mission of the organization more than others who do not have the opportunities.

Human capacity building could lead to improved information service delivery in libraries when personnel are kept current with the knowledge, skills and abilities to function effectively in their profession. However, this cannot be achieved without library management supports for staff development. Adetomiwa (2020) reiterated the progress that management supports impact on library personnel's service delivery as enormous.

Statement of the Problem

University libraries are established to support the research, teaching and learning functions of their parent institutions through efficient information service delivery. Information service delivery occupies a significant place in meeting users needs in universities. Human capacity building is a vital means of enhancing information service delivery of library personnel in university libraries. Despite the importance of information service delivery, literature has established its low level in terms of service delivery of library personnel. However, there is a dearth of literature on the influence of human capacity building on information service delivery. This study therefore investigated human capacity building influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria. studies conducted by (Nkechi, et al, 2018 & Agoh, et al, Alabi & Sani, 2021) showed low level of information service delivery as a result of inadequate information materials, library staff apathy, epileptic power supply, poor internet connectivity, lack of current information resources and inadequate operational systems and strategies for disseminating information resources. It is possible that the low level of information service delivery of library personnel could be due to a number of factors among which is inadequate capacity development.

It is on this premise that this study investigates the influence of human capacity building on information service delivery of library personnel in Lagos and Ogun States, Nigeria.

Objective of the Study

1. Find out the level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.
2. examine the level of accessibility of human capacity building programs provided for library personnel in university libraries in Lagos and Ogun States, Nigeria.
3. determine the influence of human capacity building on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.
4. explore the relative influence of human capacity building (components) on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.
5. Identify the constraints to information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.

Research Questions

1. What is the level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria?
2. How accessible are the human capacity building programs provided for library personnel in university libraries in Lagos and Ogun States, Nigeria?
3. What are the constraints to information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria?

Research Hypotheses

1. Ho₁: Human capacity building has no significant influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.
2. Ho₃: Human capacity building (components) has no relative influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.

METHODOLOGY

Survey research design was adopted for this study. The population of this study comprised of three hundred and fifty three (353) library personnel from federal, state and private universities in Lagos and Ogun States, Nigeria. Total enumeration was used as the sampling technique to obtain the population for this study. The research instrument used for this study was a self-constructed questionnaire. The collected data from the field was analyzed using statistical techniques like frequencies, mean, standard deviation, simple linear regression and multiple regression analysis model at 5% ($P < 0.05$) level of significance. Statistical Package for the Social Service (SPSS 12.0 version) where used for data analysis.

Data Analysis and Results

Research Question One: What is the level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria?

Research question one was analyzed with frequency counts, percentage, mean and standard deviation statistics. The results of the analysis are reported in Table 1.

Table 1. Information service delivery of library personnel in university libraries

Statements Indicate your level of information service delivery in...	Very High level (4)	High level (3)	Low level (2)	Very Low level (1)	Mean	Std.
Tangibles					3.53	0.46
Ensuring neatness of the library environments for library users	179(60.1%)	114(38.2%)	05(1.7%)		3.58	0.53
Arranging books on display racks for users awareness	169(56.7%)	121(40.6%)	08(2.7%)		3.54	0.55
Orderly arrangements of catalogue cards entries for users access	159(53.5%)	147(42.8%)	11(3.7%)		3.50	0.57

Table 1. Continuation

Providing up-to-date computer equipment for information retrieval	162(54.5%)	119(40.1%)	16(5.4%)		3.49	0.60
Reliability					3.41	0.51
Treating users information needs promptly	141(47.2%)	148(49.5%)	10(3.3%)		3.44	0.56
Delivering users request as promised	137(46.9%)	144(49.3%)	11(3.8%)		3.43	0.57
Providing sufficient users information resources	142(47.5%)	143(47.8%)	14(4.7%)		3.43	0.58
Delivering error-free information to users	138(46.2%)	142(47.5%)	19(6.4%)		3.40	0.61
Speedily correcting wrongly posted users information	131(44.0%)	145(48.7%)	22(7.4%)		3.37	0.62
Assurance					3.40	0.56
Assuring users of the relevance of information provided through authenticated citation	144(48.5%)	136(45.8%)	17(5.7%)		3.43	0.60
Assuring users access to available users information resources through databases	140(47.5%)	136(46.1%)	19(6.4%)		3.41	0.61
Assuring users of prompt delivery of information resources in requested format	142(47.7%)	130(43.6%)	26(8.7%)		3.39	0.64
Responsiveness					3.40	0.54
Attending to users request within an acceptable time frame	146(49.3%)	127(42.9%)	23(7.8%)		3.42	0.63
Making extra efforts at meeting users information request	143(48.3%)	131(44.3%)	22(7.4%)		3.41	0.63
Accommodating users request for information not minding the time of submission	131(44.1%)	146(49.2%)	20(6.7%)		3.37	0.61
Empathy					3.36	0.48
Providing users with exact information needed	135(45.9%)	149(50.7%)	10(3.4%)		3.43	0.56
Empathizing with users' needs in the provision of crucial information	139(47.4%)	133(45.4%)	21(7.2%)		3.40	0.62
Providing users with complimentary information resources e.g. guides to literature, index and abstracts	127(43.1%)	148(50.2%)	20(6.8%)	*	3.36	0.61
Making extra efforts at meeting users' information needs via referral services	123(42.0%)	152(51.9%)	18(6.1%)		3.36	0.60
Anticipating users information needs before they are requested	125(43.9%)	130(45.6%)	30(10.5%)		3.33	0.66
Information service delivery (Average Weighted Mean = 3.42)						

Source: Researcher's Field Survey, 2021

Decision Rule: The decision rule states that: 1.0-1.49 = Very Low Level; 1.50-2.49 = Low Level; 2.50-3.49 = High Level; 3.50-4.0 = Very High Level. Criteria mean of 2.5 is calculated as follows: $4+3+2+1=10/4=2.5$.

The result of Table 1 showed that, the level of information service delivery of library personnel in university libraries in Lagos and Ogun States Nigeria was high ($\bar{x}=3.42$). The implication of this analysis is that the university libraries in Lagos and Ogun States Nigeria performed highly in all areas of information service delivery indicators, most especially in the area of tangibles.

Research Question Two: How accessible are the human capacity building programmes provided for library personnel in university libraries in Lagos and Ogun States, Nigeria?

Research question two was analysed with frequency counts, percentage, mean and standard deviation statistics. The results of the analysis are reported in Table 2.

Table 2. Accessibility of human capacity building programmes in university libraries

Kindly indicate your level of access to...	Very Highly Accessible (4)	Highly Accessible (3)	Accessible (2)	Not Accessible (1)	Mean	Std.
Physical capital					2.99	0.76
Internet facilities	102(34.1%)	118(39.5%)	71(23.7%)	08(2.7%)	3.05	0.83
Databases in the office	95(31.8%)	122(40.8%)	72(24.1%)	10(3.3%)	3.01	0.83
ICT equipment for capacity development	89(29.8%)	130(43.5%)	71(23.7%)	09(3.0%)	3.00	0.81
Cataloguing laboratory for capacity development	90(30.1%)	120(40.1%)	77(25.8%)	12(4.0%)	2.96	0.85
Collection of information materials e.g. reports, feedbacks and publications for career development	88(29.4%)	116(38.8%)	81(27.1%)	14(4.7%)	2.93	0.87
Funds for capacity building	65(21.7%)	110(36.8%)	97(32.5%)	27(9.0%)	2.71	0.91
Human capital					2.87	0.71
University education for capacity development	98(33.0%)	135(45.5%)	61(20.5%)	03(1.0%)	3.10	0.75
Workshop attendance	81(27.1%)	128(42.8%)	80(26.8%)	10(3.3%)	2.94	0.82
On-the-job training	74(24.7%)	125(41.8%)	86(28.8%)	14(4.7%)	2.87	0.84
Access to resource persons/ experts for skills update.	75(25.2%)	126(42.3%)	77(25.8%)	20(6.7%)	2.86	0.88
Seminar attendance	74(24.8%)	112(37.6%)	93(31.2%)	19(6.4%)	2.81	0.88
Conference attendance	77(25.9%)	105(35.4%)	94(31.6%)	21(7.1%)	2.80	0.91
Mentorship opportunity for career development	65(22.2%)	124(42.3%)	83(28.3%)	21(7.2%)	2.80	0.87
Off- the-job- training	73(24.6%)	109(36.7%)	88(29.6%)	27(9.1%)	2.77	0.92
Human capacity building (Average Weighted Mean = 2.90)						

Source: Researcher's Field Survey, 2021

Decision Rule: The decision rule states that: 1.0-1.49 = Not Accessible; 1.50-2.49 = Accessible; 2.50-3.49 = Highly Accessible; 3.50-4.40 = Very Highly Accessible. Criteria mean of 2.5 is calculated as follows: $4+3+2+1=10/4=2.5$.

Table 2 shows the descriptive statistic result for research question two. The result showed that human capacity building programmes are highly accessible for library personnel in university libraries in Lagos and Ogun States, Nigeria ($\bar{x}=2.90$). Hence, the need for the university libraries in the study areas to actively help sustain the aforementioned areas cannot be overemphasized.

Research Question Three: What are the constraints to information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria?

Research question four was analyzed with frequency counts, percentage, mean and standard deviation statistics. The result of the analysis is reported in Tables 3.

Table 3. Constraints to information service delivery of library personnel in university libraries

ICT constraints	Yes (2)	No (1)	Mean (\bar{x})	Std.	Remark
Administrative Constraints			1.80	0.29	Barrier
Inadequate sponsorship for workshop	257(86.2%)	41(13.8%)	1.86	0.35	Barrier
Lack of unified policy on library management	245(82.2%)	53(17.8%)	1.82	0.38	Barrier
Poor maintenance culture	244(81.9%)	54(18.1%)	1.82	0.39	Barrier
Lack of after sales support system	234(78.5%)	64(21.5%)	1.79	0.41	Barrier
Lack of willpower by management	234(78.5%)	64(21.5%)	1.79	0.41	Barrier
Inadequate funding	232(77.9%)	66(22.1%)	1.78	0.42	Barrier
Lack of management support to staff	227(76.4%)	70(23.6%)	1.76	0.43	Barrier
Epileptic power supply	228(76.3%)	71(23.7%)	1.76	0.43	Barrier
Staff Related Constraints			1.78	0.35	Barrier
Management resistance to change	249(83.3%)	50(16.7%)	1.83	0.37	Barrier
Sabotage	225(75.8%)	72(24.2%)	1.76	0.43	Barrier
Shortage of trained and qualified library personnel	222(74.7%)	75(25.3%)	1.75	0.44	Barrier
ICT Constraints			1.72	0.35	Barrier
Lack of training in ICT for library personnel	232(77.6%)	67(22.4%)	1.78	0.42	Barrier
Poor internet access	216(72.2%)	83(27.8%)	1.72	0.45	Barrier
Inadequate ICT equipment in the library	215(72.1%)	83(27.9%)	1.72	0.45	Barrier
Technophobia (Dislike for technology)	197(66.3%)	100(33.7%)	1.66	0.47	Barrier
Constraints (Average Weighted Mean = 1.77)					

Source: Researcher's Field Survey, 2021

Decision Rule: If \bar{x} is greater than 1.49 = a barrier; If \bar{x} is less than 1.50 = Not a barrier.

Respondents were asked to identify the constraints to information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria in Table 3. The result depicts generally that, the library personnel in the university libraries in Lagos and Ogun States, Nigeria experienced several constraints (1.77).

The result suggests that most of the constraints militating against information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria were inadequate sponsorship for workshop, management resistance to change, lack of unified policy on library management and poor maintenance culture while the least challenges were technophobia, inadequate ICT equipment and poor internet access.

Test of Hypotheses

Hypothesis One: Human capacity building has no significant influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.

Hypothesis one was tested with simple linear regression analysis. The results of the regression analysis are reported in Tables 4.

Table 4. Simple linear regression analysis of human capacity building and information service delivery of library personnel in university libraries

Predictors	B	Beta (β)	T	P	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	2.645		28.756	.000	0.202	0.199	75.188	0.000
Human capacity building	.268	.449	8.671	.000				
Dependent Variable: Information service delivery Predictor: (Constant), Human capacity building DF (F-Statistic) = 1, 297 DF (T-Statistic) = 296								

Source: Field Survey Results, 2021

Table 4 shows that human capacity building has a significant influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria ($t(295) = 8.671, p < 0.05$). This implies that building library staff capacity predicts information service delivery in Lagos and Ogun States, Nigeria in the study area. Hence, the null hypothesis which states that information service delivery was rejected.

Hypothesis Two: Human capacity building (components) has no relative influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria.

Hypothesis two was tested with multiple linear regression analysis. The results of the regression analysis are presented in Tables 5

Table 5. Multiple linear regression analysis of relative influence of human capacity building (components) and information service delivery of library personnel

Predictors	B	Beta (β)	T	P	R ²	Adj. R ²	F	ANOVA (Sig.)
(Constant)	2.650		28.535	.000	0.203	0.197	37.589	0.000
Human capital	.118	.211	3.074	.002				
Physical capital	.148	.283	4.139	.000				
Dependent Variable: Information service delivery Predictor: (Constant), Human capital, Physical capital DF (F-Statistic) = 2, 296 DF (T-Statistic) = 293								

Source: Field Survey Results, 2021

Table 5 shows the multiple linear regression analysis result for the relative influence of human capacity building (components) on information service delivery of library personnel in university libraries. The components of human capacity building (human capital and physical capital) were regressed against information service delivery using multiple linear regression analysis in Table 4.9. According to the result, human capital ($t(293) = 3.074, p < 0.05$), and physical capital ($t(293) = 4.139, p < 0.05$) have positive and significant influences on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria. The result shows that physical capital is the highest contributor to information service delivery. Therefore, hypothesis which states that, human capacity building (components) has no relative influence on information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria is rejected.

Discussion of Findings

Research question one sought to find out the level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria. The findings revealed that the level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria, was high. The findings is also consistent with the study of Tripathi et al (2017) done in 47 central university of India. The study found that the best twenty (20) university libraries in India have provided comprehensive and in-depth plan for RDM grant

applications. This finding also compares well with the previous studies of Agoh, et al (2021) who examined the extent of provision and constraints of utilization of library and information service delivery on scholarly communication output in agricultural research institutes in North-Central Nigeria. The findings revealed that CAS, SDI, IS, ILLS, RS and CS have high extent of provision. Also in agreement is the finding of Yaya (2018) who carried out a study on motivation, emotional intelligence and human capital development on librarians' job satisfaction and productivity in public university libraries where perception of 1,254 respondents was sought. A correlational research design was adopted. 67.2 % was indicated that job satisfaction and productivity level of librarians in public universities was high.

This finding also agrees with evidences from studies in Nigeria and South Africa climes which corroborate the high level of information service delivery of library personnel in university libraries in Lagos and Ogun States, Nigeria in recent times (Moyane et al, 2020; Oyeniyi, 2021; Edewor et al, 2016). Moyane et al (2020) found that academic libraries in South Africa are optimizing the use of resources and services by offering varied services in response to increasing user needs. Oyeniyi (2021) discovered that, library users in Nigeria were highly satisfied with the space allocated to information services, sitting arrangement, catalogue arrangement and arrangement of information materials. Edewor et al (2016) revealed that the most common means of marketing library and information services in selected university libraries in Africa were library publications, library orientation, library websites, flyers

and email alert strategies. This means that high information service delivery is evident in tertiary institutions in Africa. The reason for high service delivery in previous studies could be based on the adoption of self-ratings by some of the researchers in previous studies.

On the other hand, finding from this study negates the study by Yoon and Schultz (2017) which revealed that library web pages of some libraries were not providing enough information for users about the purpose of research data management service. The reasons for poor service include inadequate time and training to provide Research Data Management (RDM) services for users. Similarly, the finding of this study disagrees with that of Mushi et al (2020) which revealed that researchers and postgraduate students at the university covered were not applying research data management practices. This finding also compares well with Omoisejimi et al (2019) who utilized 235 librarians in state, federal and private universities in South-South, Nigeria and revealed that e-library service was the service rendered in full capacity to users by librarians in university libraries followed by e-mail service, e-reference service, SDI via social media networks. Consequent upon the above findings, it is pertinent for management of university libraries in Lagos and Ogun states Nigeria to sustain their level of information service delivery of library.

Research question two examined the accessibility of human capacity building programmes in university libraries. The findings revealed that the accessibility of human capacity building programmes in university libraries, was high, on a scale of 4. In congruence with this study, a research carried out by Abban (2018) in university libraries in Ghana found that, library employees can derive great benefits such as job satisfaction, improved service to users, enhanced productivity and boost staff confidence in task performance from training and development programmes.

In line with this study, the findings from the studies carried out by Ahmad et al (2016) on the self-perception of university information professionals on needed soft skills status in Pakistan, showed that information professionals perceived themselves as competent in major skills such as managerial skills, soft skill and political/ cultural skills. Similarly, corroborating this study, Odhiambo and Iravo (2018) explored the effect of capacity building on service delivery of the health sector in Nakuru sub-country and concluded that capacity building is adequately practiced in Nakuru sub-country. This is in line with this study where the accessibility of human capacity building programmes in university libraries is high.

Also in line with this study, Chaputula et al (2016) in their research stipulated that human resources are available in public university libraries in Malawi without the required skills to provide services. The finding is also in agreement with The finding is also in agreement with

earlier study of Omoisejimi et al (2019) who worked on training and retraining as a catalyst for retooling librarians for effective library service delivery in federal and state university libraries in South-South, Nigeria. The findings revealed types of training and retraining required for academics in the 21st century to include information literacy skills acquisition, ICT application to service delivery and media literacy skills. This finding disagrees with Fong et al (2020) who conducted a study on social network services for academic libraries in Hong Kong. The findings revealed that librarians have not utilized their full potentials in social network services as users' comments on online noticed boards are not fully interacted with by librarians to impact on information service delivery of academic librarians.

The finding agrees with Edewor (2020) who examined capacity building efforts to develop digital competencies among librarians in Nigeria using a population of 453 participants that had attended workshop between July 2016 and Sept 2018. The findings showed that participants were able to introduce new waves of services in their place of work after the training. The finding also supports that of Omige and Bosah (2020) who reported that human capacity building programmes were not supported by the library management, librarians' level of participation in human capacity building was also low. The study examined the influence of capacity building on service delivery by librarians in public libraries in Edo State, Nigeria.

CONCLUSION

This study investigated human capacity building and information service delivery of library personnel in Lagos and Ogun States, Nigeria. The study concluded that human capacity building could influence information service delivery of library personnel. Hence, this variable can assist library personnel to excel in performing information service delivery tasks. As part of the vital keys for improved information service delivery, library personnel must be encouraged to deliver accurate and timely services. Consequently, human capacity building is a necessity that can assist library personnel in carrying out required services in university libraries. Therefore library personnel with competencies and skills for service delivery coupled with continuous updated knowledge in the fields will deliver maximally

RECOMMENDATIONS

This study has explored a wide range of theoretical, empirical and policy issues, in the end, the following recommendations are suggested for policy intervention:

1. Information service delivery level of library personnel in university libraries in Lagos and Ogun States, Nigeria was found to be high. Notwithstanding, there is room for improvement, library personnel can be encouraged to attend conferences for more skills acquisition to further enhance information service delivery.
2. Tangible and assurance traits of personnel were found to be very high which was responsible for the high level of information service delivery, therefore, library management should create more environment for library personnel in university libraries through ICT equipment upgrade in order to achieve higher level of service delivery
3. Library management should reward library personnel who invested in continuous professional development in order to enhance skills for information service delivery.
4. The study also revealed that access to physical capital and human capital levels were found to be high, but access to physical capital was relatively higher than human capital resource. Library managers should redress this situation by not emphasizing one over the other. More so, human capital resource is needed to coordinate other resources that will improve information service delivery.

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