

# LIBRARIANS' INTERPERSONAL RELATIONSHIP AND UNIVERSITY LIBRARY SERVICES DELIVERY IN SOUTHWEST, NIGERIA

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## Abstract

*Interpersonal relationship among librarians play a critical role in shaping the quality of services delivered in university libraries. This study investigates the influence of these relationships on service delivery, focusing on communication, collaboration, and team dynamics. The study adopted a descriptive research design of the survey type using quantitative methods. The population of the study comprised of 251 librarians, using all as respondents through complete enumeration sampling techniques eighteen (18) public universities purposively selected Southwest, Nigeria. Three research questions were raised and one hypothesis formulated to guide the study. Well validated questionnaire was used as instrument for data collection. The reliability of the instrument was ensured using the split-half method, and, Cronbach Alpha Statistics to calculate the two responses with overall reliability coefficients of 0.99 at 0.05 level of Significance. Data collected were analyzed using descriptive statistics of percentages, mean, and standard deviation, while the hypothesis was tested using inferential statistics of Pearson Product Moments Correlation Analysis and multiple regression to identify the area of significant difference among the variables. It was found that bibliographic compilation, abstracting and indexing, reprographic, e-library, referral, serials, current awareness services, selective dissemination of information, editing, language translation among others were available to users, librarian's level of service delivery in terms of empathy, assurance, responsiveness, reliability and tangible with high level of interpersonal relationship among librarians. The hypothesis showed a significant positive relationship between interpersonal relationship and service delivery. The study concluded that the existence of cordial relationship among librarians dictates the level of achievement of library service delivery, and the respective factor of communication, social support, team building, relational-justice plays crucial roles in making interpersonal relationship among librarians influence library services delivery. It was recommended that professional development and clear communication through seminars, workshops, training and retraining of library staff be regularly carried out on interpersonal relationships.*

**Keywords:** University libraries, librarians, library services delivery, interpersonal relationships, users' satisfaction

## Introduction

All libraries globally strive to deliver the highest quality services that fully meet the expectation and information requirements of their

clienteles. The library offers its customers many services, including orientations, tours and demonstrations, book and journal circulation privileges, interlibrary loan

services, remote computer access to the library computer system, access to computerized literature searches, access to audiovisual materials and equipment, and other services. The academic library has traditionally been seen as the heart of the university, which serves the academic community of its parent institution and occupy central position in their any academic environment (Virkus & Metsar, 2004). The traditional role of the library is to select and acquire, classify, catalogue and make it available for users to get the information they need for their academic and research purpose. Consequently, each university library is a collection of learning and research resources, through which various information services are provided to faculty, researchers and students to support learning, teaching and research activities (Vishala & Bhandi, 2009). In connection with this, high level library user satisfaction is a fundamental goal, and academic libraries of higher education institutions are required to provide faculty and students with facilities necessary for equipping them in their subjects of study, techniques, skills and how to think through situations relating to their teaching or research or learning. The conventional libraries confined within a physical space are slowly transforming into digital information resources centers for effective library services. According to Ankrah and Amponsah (2021), despite the technological, human resources and funding challenges however, library staff must still continually see themselves as crucial mediators between library resources and users and continue to portray good values and attitudes toward ensuring high quality information services.

University library as the center of academic activities provides information resources and services to support the

teaching, learning and research needs of parent institution. Its users are the students, lecturers, researchers and other scholars who need current and up-to-date information resources to carry out their assignments, researches and for day-to-day decision making. Therefore, the success of a university library largely depends on the quality of services it renders to its users. In essence, university library is part of a service organization which delivers information products personally to the users, and dedicates resources to them. It formulates a strategic plan and focuses on providing the best services possible, and as well reaches a state of continuous improvement. According to Olanlokun (2013), service delivery in the university library is the effort librarians put in place within and outside available resources to facilitate results towards every user's query, and meeting their overall information needs. They added that functions of library services arise from circulation services, reference services, online information services, inter library loans, and information literacy skills training. These are the resources activities, programs and so on. which are provided by librarians to enable users meet their information needs. Libraries offer services to the users according to their identified needs and libraries' success is generally measured by the satisfactions of users.

Service delivery in university library requires the full cooperation and commitment of all the employees in the library including management. Velmurugan (2016) affirmed that inter personal relationship is an important aspect of every organization including the library, while the staff are valuable assets, the library wants to improve its efficiency in order to survive and compete with other libraries. The study added that interpersonal relationship could only be achieved through human relations. This is an indication that human relations motivates individuals in institutional setting to develop the

work which accomplished individual as well as meet the organizational goal effectively. According to Reddy (2017), performance of the libraries as the information system mainly relates to accuracy of the services, adequacy of and need-based services, and timeliness of the services. Library services are routine services rendered to users of academic libraries. These services are the provision of various information sources and resources to library clienteles for learning, teaching and research purposes. Bshorun, Omopupa and Dahiru (2020) listed library services to include but not limited to collection development, cataloguing and classification, reference services, current awareness services (CAS), selective dissemination of information (SDI), Inter library loan (ILL), information and referral service, and other bibliographic services. Librarian's Registration Council of Nigeria Standard and Guidelines for Academic Libraries in Nigeria- LRCN (2019) stated that, library services include circulation services, reference information service, Current Awareness Services (CAS), Selective Dissemination of Information (SDI), Literature Searching, On-Demand Service, Inter Library Loan Services/Library cooperation, Library services for people with special needs e.g. Prisoners, hospital patients, rural dwellers etc. Readership Campaign, Exhibition, Advocacy etc. In view of Zhong and Alexander (2007), library services are circulation services, electronic reserves, print reserves, pay-to-print library reference area, interlibrary loan, renewing books online, and renew books in person. A study by Anaeme and Anyaegbu (2010), listed Library services to include listing services, catalogue bibliographic display, current awareness services, internet-on-line facility services, photocopy(reprography) inter-library loan service, reference services, binding services, provision of reading carrels and seats, coordinating more closely with

local schools, offering free literacy programme to help young children, having more comfortable spaces for reading, working and relaxing, and offering a broader selection of e-books. In the digital age, Ahiauzu (2008) reiterated that library services in Nigeria include provision of library services to rural populace as well as devising effective marketing strategies of available library/information services to end users, and equipping of library schools with modern ICTs in order to meet users' demands and expectations in the emerging digital information environment.

The performance of any library is usually a reflection of how effectively and efficiently the human and other productive resources of the library are galvanized and managed by the library management. According to Agba (2018), interpersonal relationships and communication can serve as an important mechanism through which the effectiveness, efficiency and quality of services rendered by the libraries are gauged, evaluated and measured. It is, therefore, imperative for university libraries to observe, assess and analyse how their staffs relate with one another, the users and the society. Interpersonal communication skills in the administration of library service delivery occupy the integral position of university library management especially library service delivery. Posigba, Etebu and Godfrey (2018), Anyim (2020) conducted research on interpersonal communication in academic libraries agreed that interpersonal communication in the library is a vital tool in information services delivery. Rahyadi (2021) rated interpersonal communication among librarians in service delivery belongs to high category and the vital purpose of the library to provide satisfaction to the users of the services, facilities and collections contained in the library. A healthy employee relationship ensures a positive environment at work and also helps the

employees to achieve their targets at a much faster rate. Bhatti (2009) identified that, good library services totally depend on trained and efficient library staff. The librarians thus perhaps need to develop positive working relationships. The librarian will have to maintain good interpersonal relationship and acquire good teaching skills in order to contribute positively to the educational process.

Fapohunda (2013) study towards effective team building in the workplace and specified that, in a team-oriented environment, individuals contribute to the overall success of the organization. They work with other members of the organization to produce desired products and services. The unity, cooperation, understanding and team spirit that bind the workers together usually help the organization to achieve goals and objectives for which the business was established. Velmurugan (2016) posited that interpersonal relationship usually involves some level of interdependence. People in relationship tend to influence each other, share their thought and feelings, and engage in activities together. Because of their interdependence, most things that change or impact one member of the relationship will have some level of impact on their member. Velmurugan (2016) stressed that interpersonal relationship has direct effect on the organization culture, and that misunderstandings and confusions lead to negativity at the work place, conflicts lead people to nowhere but in turn spoil the work environment. Anjum, Abbas and Hussain (2020) asserted that interpersonal relationship builds interactions between relations, co-workers/ managers, librarians and their users.

Since organizations are majorly characterized by the presence of human resources to coordinate and manage the activities of the organization, interpersonal relationships are inescapable concrete realities of modern

organization including the library. Agba (2018) posited that the effects (positive and negative) of interpersonal relationship in the workplace are largely conditioned by the nature of interpersonal relationships existing between and among workers in the organizations. If such interpersonal relationships are cordial, purposeful, and effective, then its effect on the performance of the organization and workers will be positive. Negative interpersonal relationships in the workplace if not properly managed and handled by the parties involved and the human resource department could result in depression, anxiety, boredom, labour turnover, poor performance, physical restlessness, reduction in quality of life, and negative behavioural changes which impair workers' performance (Agba, 2018). Interpersonal relationship in the workplace has been found to affect behavioural attitude of workers.

As librarians evolve to meet the changing demands of technology, digital resources, and user expectations, strong interpersonal relationships among staff members are crucial. This helps in fostering an environment where staff can easily share knowledge, adapt to new systems, and provide continuous learning and development for better service delivery. Librarians often serve as the first point of contact for patrons. Their ability to build positive relationships with users can enhance communication, making it easier for patrons to express their needs and for librarians to provide relevant resources and support. Strong interpersonal skills lead to higher levels of user Satisfaction and loyalty. In many libraries, librarians work together as a team to deliver services. Strong interpersonal relationships among staff members improve collaboration, ensuring that library operations run smoothly. When staffs work together, it creates a more efficient and supportive environment, directly benefiting service delivery. Furthermore, libraries can sometimes be

high-pressure environments, especially when dealing with resource constraints or diverse user needs. Good interpersonal relationships help libraries manage conflicts among themselves or between patrons and staff, ensuring that issues are resolved amicably and without disrupting services. Libraries with strong interpersonal skills can better engage with the community. Oden and Owolabi (2021) reported that despite the low financial resource allocation as detailed in the NUC Needs Assessment, Nigerian academic libraries have embraced the need to establish systems to enhance internal communication, cooperation and collaboration with users. The study added that staff attitude had a significant influence on service delivery in university libraries and that services delivery of university libraries in the aspect of tangibles and reliability will bring satisfaction to the recognized need of the users. Staff attitude goes a long way in library service delivery influences the patronage of the library resources.

Interpersonal relationship is described as a very important issue that influences the level of employee productivity in any organization (Nwinyokpugi & Omunakwe 2019). Understanding the emotions of others and differentiating them would bring out information that could be used to guide staff behaviour and thinking (Jaksic & Schlegel, 2020). Also, Obiekwe, Mobolade and Akinade (2021), Fapohunda (2013), Arrey (2014) at various times opined that the need to harness individual potential through working in teams has necessitated the shift from working alone to working in teams which require employees co-operate with each other, share information, confront differences and sublimate personal interests for greater good of the team. By building relationships with individuals and groups within the university community, librarians can create programmes and services that are more tailored to the

community needs, thereby increasing the library's relevance and impact.

Social support refers to the helpful social interactions that exist between employees, employers, superior and subordinate in an organization. According to Nwinyorpuji and Adiele (2018), social support appears to be the most studied dimension of interpersonal relationships at work. When an employee does not receive the required level of cooperation and support expected from superiors and other colleagues at the workplace, it could impact on the level of productivity or service delivery. The study stressed further that the norms and established traditions for interpersonal interaction will set what we consider minimum level of support and that lower level of social support could be detrimental to the employee and the organization. Viswesvaran, Sanches and Fisher (2000) viewed social supports as involving perceptions that one has access to helping relationship of varying quality or strengths, which provides resources such as communication of information, emotional empathy, or intangible assistance. Social support refers to the various levels of interaction within and outside employees of the organization. It is a forum where members interact to have ideas, information and create interpersonal relationships.

The concept of relational justice describes the relation between the employees and their managers, who supposedly represent their respective organization. As regards university Library, this refers to the relation between the library staff, Librarians and the head of library. The consideration of library staff viewpoints in matters concerning their welfare and the library's growth is very essential. In relational justice, employees are expected to be treated equally without bias from supervisors or the management. Casanovas and Poblet (2008) stated that relational

justice is the justice produced through cooperative behaviour, agreement, negotiation, or dialogue among actors. Relational justice is an interactive strategy that facilitates fairness, equal treatment and balanced motivational appreciation. Viswesvaran et al (2000) recommended that expect efficiency and high level of productivity from their employees should adopt relational justice interactive strategy. Omunakwe, Nwinyokpugi and Adiele (2018) argued that in relational justice, employees are expected to be treated equally without bias, from supervisors or the management. When workers are motivated through unbiased management strategies, the organization's productivity or services are increased.

In a similar study by Alase and Akinbo (2022), interpersonal relationship within the organization provides the employee with the right atmosphere to communicate and contribute to their own quota to the development of the organization. It was revealed that factors such effective communication like employee opinions are valued and appreciated within the organization. Their study also discovered that interpersonal relationship within the organization provides the employee with the right atmosphere to communicate and contribute to their own quota to the development of the organization. It was revealed that factors such effective communication like employee opinions are valued and appreciated within the organization team building like organization work as a team. Others include team, and social support. According to Segrin and Taylor (2007), positive relations with other people would mediate the association between social skills and psychological well-being, while Omunakwe, Nwinyokpugi and Adiele (2018) saw interpersonal relationship

as an important aspect in every organization and beyond. Agba (2018) summarized interpersonal relationship as intimate, strong, close association and solidarity that exist between and among workers in an organizational setting. Therefore, investigating librarians interpersonal relationships could help discover strategies to improve library services, ensuring that university libraries remain responsive, and efficient in their mission to support learning, research, and community engagement.

### **Statement of the Problem**

Effective library services delivery has been found to be critical for efficient dissemination of information, and overall user experience. As libraries continue to evolve with technological advancements and changing user needs, it has not been well established if interpersonal relationships among librarians have significantly influenced the effectiveness of library service delivery. However, study revealed that strained relationship and inadequate inter personal skills and poor communication could lead to dissatisfaction among library users and decreased patronage of library services. Furthermore, there is dearth of literature on direct association between librarians' interpersonal relationships and quality library services delivery. Therefore, this study explored how librarians' interpersonal relationships influence university library services delivery in Southwest, Nigeria, and suggested strategies for improving such relationships to enhance overall library performance and users satisfaction.

### **Objective of the Study**

The main purpose of this study was to investigate the impacts of librarians' inter-personal relationship on efficient university library services delivery in Southwest, Nigeria. Specifically, the study aimed to;

- i. identify the available library services in university libraries in Southwest, Nigeria
- ii. determine the extent of implementing the available services in the study area
- iii. ascertain the extent of interpersonal relationship among librarians in university libraries in South-west, Nigeria

### Research Questions

1. What are the available library services in university libraries in Southwest, Nigeria?
2. To what extent were the available library services implemented in the study area?
3. What is the extent of interpersonal relationship among librarians in university libraries in South-west, Nigeria.?

### Hypothesis

This null-hypothesis was formulated and tested at 0.05 level of significance

**H<sub>01</sub>** there is no significant relationship between librarians' interpersonal relationships and university library service delivery.

### Scope of the Study

The study investigated interpersonal relationship as determinants of library services

delivery in university libraries in Southwest, Nigeria. It is also delimited to Eighteen (18) Public Universities (Federal and State) in Southwest Nigeria. It focused on 251 Librarians working in the selected libraries at the time of this study as respondents.

### Methodology

This study adopted a descriptive research design of the survey type using quantitative methods. The population of the study comprised of 251 librarians practicing in the existing, using complete enumeration sampling techniques. Eighteen (18) public universities in Southwest, Nigeria were purposively selected as study area. Questionnaire was adopted to solicit information from the respondents (quantitative). Validity of the instrument was carried out to establish the adequacy and content validity by experts in the field of library and information science and test and measurement. To ensure the reliability of the instrument the split-half method was used to collect data and, Cronbach Alpha Statistics was used to calculate the two responses which yielded overall reliability coefficients of 0.99 at 0.05 level of Significance. Data collected were analyzed using descriptive statistics of percentages, mean, and standard deviation to answer the research questions, while the hypothesis formulated was tested using inferential statistics of Pearson Product Moments Correlation Analysis and multiple regression analysis to identify the area of significant difference among the variables.

### Results

251 questionnaires were administered and 242 copies retrieved and found useful for analysis representing 96.4%.

**Table 1: library services available to users in the university libraries in South-west, Nigeria**

Highly Available-HA, Moderately Available –MA, Available- A, Not Available- NA, Undecided-UD

| S/N                        | Availability of Library Services             | HA<br>5 | MA<br>4 | A<br>3 | NA<br>2 | U<br>D<br>1 | $\bar{x}$   | Std.        |
|----------------------------|----------------------------------------------|---------|---------|--------|---------|-------------|-------------|-------------|
| 1                          | Bibliographic compilation                    | 145     | 40      | 33     | 12      | 12          | 4.21        | 1.16        |
| 2                          | Abstracting and Indexing                     | 89      | 89      | 38     | 18      | 8           | 3.96        | 1.06        |
| 3                          | Reprographic Services. (photocopy)           | 124     | 68      | 37     | 8       | 5           | 4.23        | 0.97        |
| 4                          | Printing and Binding                         | 129     | 54      | 36     | 15      | 8           | 4.16        | 1.10        |
| 5                          | e-Library                                    | 148     | 59      | 2      | 5       | 10          | 4.36        | 1.01        |
| 6                          | Inter-Library loan                           | 87      | 83      | 32     | 27      | 13          | 3.84        | 1.18        |
| 7                          | Reference services                           | 132     | 73      | 29     | 5       | 3           | 4.35        | 0.86        |
| 8                          | Editing                                      | 83      | 82      | 24     | 40      | 13          | 3.75        | 1.24        |
| 9                          | Language translation                         | 95      | 59      | 30     | 40      | 18          | 3.71        | 1.33        |
| 10                         | Library Education                            | 132     | 80      | 2      | 3       | 7           | 4.35        | 0.90        |
| 11                         | Textbook Loan Services                       | 134     | 64      | 24     | 12      | 8           | 4.26        | 1.04        |
| 12                         | Social Media platform                        | 104     | 75      | 33     | 21      | 9           | 4.01        | 1.12        |
| 13                         | Internet accessibility                       | 136     | 59      | 32     | 11      | 4           | 4.29        | 0.97        |
| 14                         | Referral services                            | 112     | 70      | 37     | 13      | 10          | 4.08        | 1.10        |
| 15                         | Current Awareness Services (CAS)             | 108     | 82      | 30     | 15      | 7           | 4.11        | 1.04        |
| 16                         | Selective Dissemination of Information (SDI) | 105     | 81      | 39     | 10      | 6           | 4.12        | 0.99        |
| 17                         | Users Query Services                         | 119     | 74      | 31     | 10      | 8           | 4.18        | 1.03        |
| 18                         | Newspaper Clippings                          | 115     | 76      | 31     | 16      | 4           | 4.17        | 1.00        |
| 19                         | Serials services                             | 137     | 70      | 24     | 9       | 2           | 4.37        | 0.87        |
| 20                         | Seminar/Workshop                             | 105     | 81      | 33     | 10      | 13          | 4.05        | 1.11        |
| <b>Aggregate Mean/Std.</b> |                                              |         |         |        |         |             | <b>4.13</b> | <b>1.05</b> |
| <b>Criterion Mean</b>      |                                              |         |         |        |         |             | <b>3.00</b> |             |

Table 1 reveals that, all the twenty listed services are available in university libraries in South-west, Nigeria. It shows that aggregate mean of 4.13 (Std. = 1.05) is greater than the criterion mean of 3.00. This implies that library services such as bibliographic compilation, abstracting and indexing, reprographic, e-library,

referral, serials, current awareness services, selective dissemination of information, editing, language translation, reference services, inter library loan, user query services among others are available to users in the university libraries in South-west, Nigeria.

**Table 2: extent of implementing available library services delivery**

Very High Extent-VHE, High Extent-HE, Moderate Extent-ME, Low Extent-LE, Undecided-UD



| S/N                   | Extent of Library Services Delivery                                                               | VHE<br>5 | HE<br>4 | ME<br>3 | LE<br>2 | UD<br>1 | $\bar{x}$   | Std.        |
|-----------------------|---------------------------------------------------------------------------------------------------|----------|---------|---------|---------|---------|-------------|-------------|
| <b>Empathy</b>        |                                                                                                   |          |         |         |         |         |             |             |
| 41                    | Librarians are genuinely concerned about library users.                                           | 178      | 37      | 10      | 3       | 14      | 4.50        | 1.05        |
| 42                    | Librarians understand the individual information need of users.                                   | 115      | 91      | 19      | 4       | 13      | 4.20        | 1.03        |
| 43                    | Librarians have the users' best long-term information interest in mind.                           | 130      | 73      | 19      | 7       | 13      | 4.24        | 1.08        |
| 44                    | Librarians encourage and motivate users to access library resources.                              | 137      | 70      | 17      | 6       | 12      | 4.30        | 1.05        |
|                       | Average Mean                                                                                      |          |         |         |         |         | 4.31        | 1.05        |
| <b>Assurance</b>      |                                                                                                   |          |         |         |         |         |             |             |
| 45                    | The Librarians are knowledgeable in their individual field.                                       | 145      | 72      | 8       | 4       | 13      | 4.37        | 1.02        |
| 46                    | The Librarians are fair and impartial in assisting the library users' source for information.     | 121      | 87      | 14      | 6       | 14      | 4.22        | 1.07        |
| 47                    | Librarians answer all queries thoroughly from the users.                                          | 118      | 86      | 14      | 7       | 17      | 4.16        | 1.13        |
| 48                    | I am confident the Librarians have an expert understanding of the library resources.              | 127      | 81      | 14      | 4       | 16      | 4.24        | 1.09        |
|                       | Average Mean                                                                                      |          |         |         |         |         | 4.25        | 1.08        |
| <b>Responsiveness</b> |                                                                                                   |          |         |         |         |         |             |             |
| 49                    | The Librarians quickly and efficiently respond to users' information needs.                       | 135      | 74      | 18      | 2       | 13      | 4.31        | 1.03        |
| 50                    | The Librarian is willing to go out of his or her way to help library users to access information. | 115      | 79      | 24      | 9       | 15      | 4.12        | 1.13        |
| 51                    | The Librarians at all-time welcome users' queries and comments.                                   | 129      | 74      | 15      | 8       | 16      | 4.21        | 1.13        |
|                       | Average Mean                                                                                      |          |         |         |         |         | 4.21        | 1.10        |
| <b>Reliability</b>    |                                                                                                   |          |         |         |         |         |             |             |
| 52                    | The library consistently provides good orientation and user education.                            | 134      | 70      | 13      | 9       | 16      | 4.23        | 1.14        |
| 53                    | The Librarians are dependable at all time                                                         | 136      | 67      | 18      | 6       | 15      | 4.25        | 1.11        |
| 54                    | The Librarians reliably assist users to access information when needed.                           | 134      | 70      | 15      | 5       | 18      | 4.23        | 1.15        |
|                       | Average Mean                                                                                      |          |         |         |         |         | 4.24        | 1.13        |
| <b>Tangible</b>       |                                                                                                   |          |         |         |         |         |             |             |
| 55                    | The library is modern and updated.                                                                | 126      | 80      | 14      | 5       | 17      | 4.21        | 1.12        |
| 56                    | The physical environment of the library aids learning.                                            | 142      | 66      | 18      | 4       | 12      | 4.33        | 1.03        |
| 57                    | The library is equipped with all necessary facilities to aid learning and research work           | 132      | 69      | 18      | 10      | 13      | 4.23        | 1.11        |
| 58                    | The library is kept clean and free of distractions.                                               | 141      | 72      | 11      | 6       | 12      | 4.34        | 1.03        |
|                       | <b>Average Mean</b>                                                                               |          |         |         |         |         | <b>4.23</b> | <b>1.07</b> |
|                       | <b>Aggregate Mean/Std.</b>                                                                        |          |         |         |         |         | <b>4.26</b> | <b>1.08</b> |
|                       | <b>Criterion Mean</b>                                                                             |          |         |         |         |         | <b>3.00</b> |             |

Table 2 shows the extent at which the available library services delivery were implemented in the study area, the result shows that librarian's level of service delivery in terms of empathy (Mean = 4.31, Std. = 1.05), assurance (Mean = 4.25, Std. = 1.08), responsiveness (Mean = 4.21, Std. = 1.10), reliability (Mean = 4.24,

Std. = 1.13) and tangible (Mean = 4.23, Std. = 1.08) are all higher than the criterion mean of 3.00. With an aggregate mean of 4.26 (Std. = 1.08) which is greater than the criterion mean of 3.00, it can be deduced that extent of library services delivery university libraries in South-west, Nigeria is high.

**Table 3: the extent of interpersonal relationship among librarians in university libraries in South-west, Nigeria**

Very High Extent-VHE, High Extent-HE, Moderate Extent-ME, Low Extent-LE, Undecided-UD

|                            | Extent of Interpersonal Relationship                                                              | VH<br>E | HE | ME | L<br>E | VLE | $\bar{x}$   | Std.        |
|----------------------------|---------------------------------------------------------------------------------------------------|---------|----|----|--------|-----|-------------|-------------|
| <b>Communication</b>       |                                                                                                   |         |    |    |        |     |             |             |
| 98                         | Information flows from university librarian to the librarians and to the subordinates.            | 156     | 53 | 14 | 5      | 14  | 4.37        | 1.08        |
| 99                         | Librarians are heads of department                                                                | 111     | 75 | 22 | 5      | 29  | 3.97        | 1.31        |
| 100                        | Communication is channelled from librarians to heads of departments.                              | 134     | 66 | 22 | 2      | 18  | 4.22        | 1.14        |
| 101                        | Communication is accessed through hard copies as circulars.                                       | 99      | 89 | 26 | 8      | 20  | 3.99        | 1.18        |
| 102                        | There is departmental, heads of department and general meetings where oral communication is used  | 126     | 70 | 20 | 5      | 21  | 4.14        | 1.21        |
| 103                        | There is library academic staff platform where librarians share and access information            | 124     | 74 | 20 | 6      | 18  | 4.16        | 1.16        |
| 104                        | There is a workshop, seminars, conferences where librarians interact and exchange ideas.          | 108     | 85 | 17 | 6      | 26  | 4.00        | 1.26        |
| 105                        | Librarian access, share information for research on social media.                                 | 98      | 91 | 27 | 6      | 20  | 4.00        | 1.17        |
|                            | Average Mean                                                                                      |         |    |    |        |     | 4.12        | 1.19        |
| <b>Social Support</b>      |                                                                                                   |         |    |    |        |     |             |             |
| 106                        | Librarians encourage each other to achieve individual and organizational goals.                   | 121     | 79 | 23 | 3      | 16  | 4.18        | 1.10        |
| 107                        | Library management motivate librarians to attend seminars, workshops and further trainings.       | 117     | 72 | 33 | 3      | 17  | 4.11        | 1.14        |
| 108                        | Librarians relate with each other on academics, social and economic levels for development.       | 113     | 90 | 19 | 3      | 17  | 4.15        | 1.10        |
| 109                        | Depressed librarian(s) are counselled, motivated, encouraged on challenges.                       | 94      | 92 | 27 | 4      | 25  | 3.93        | 1.22        |
| 110                        | Librarians interact on social engagements of their individual and organization.                   | 112     | 76 | 28 | 6      | 20  | 4.05        | 1.19        |
| 111                        | Librarians form research groups in publication and conferences.                                   | 134     | 53 | 19 | 8      | 28  | 4.06        | 1.35        |
|                            | Average Mean                                                                                      |         |    |    |        |     | 4.08        | 1.18        |
| <b>Team Building</b>       |                                                                                                   |         |    |    |        |     |             |             |
| 112                        | The university library is departmentalized.                                                       | 136     | 68 | 12 | 3      | 23  | 4.20        | 1.21        |
| 113                        | Library groups are indexers, cataloguers, ICT professionals, abstractors, etc                     | 124     | 70 | 22 | 8      | 18  | 4.13        | 1.18        |
| 114                        | Library management encourages group participation.                                                | 110     | 83 | 27 | 5      | 17  | 4.09        | 1.13        |
| 115                        | Library tasks are solved through groups and committees.                                           | 101     | 88 | 24 | 11     | 18  | 4.00        | 1.17        |
| 116                        | The library management assign constituted groups to achieve library goals.                        | 110     | 81 | 27 | 8      | 16  | 4.08        | 1.14        |
| 117                        | Individual opinions, views, ideas and initiatives are welcome to solve many challenges in groups. | 102     | 92 | 18 | 8      | 22  | 4.01        | 1.21        |
|                            | Average Mean                                                                                      |         |    |    |        |     | 4.51        | 1.17        |
| <b>Relational Justice</b>  |                                                                                                   |         |    |    |        |     |             |             |
| 118                        | Library management respect librarian personality                                                  | 118     | 79 | 21 | 3      | 21  | 4.12        | 1.18        |
| 119                        | There is no partiality when handling individual librarian's welfare.                              | 110     | 78 | 32 | 4      | 18  | 4.07        | 1.15        |
| 120                        | The library management attach much importance to academic growth of librarians.                   | 110     | 82 | 29 | 4      | 17  | 4.09        | 1.13        |
| 121                        | There is fair academic assessment of each librarian without prejudice.                            | 114     | 77 | 29 | 4      | 18  | 4.10        | 1.15        |
| 122                        | Librarians are allowed equal access to human capital development.                                 | 107     | 81 | 27 | 7      | 20  | 4.02        | 1.19        |
|                            | Average Mean                                                                                      |         |    |    |        |     | 4.40        | 1.80        |
| <b>Aggregate Mean/Std.</b> |                                                                                                   |         |    |    |        |     | <b>4.09</b> | <b>0.97</b> |
| <b>Criterion Mean</b>      |                                                                                                   |         |    |    |        |     | <b>3.00</b> |             |

Table 3 reveals the extent of interpersonal relationship among librarians in university libraries in South-west, Nigeria. The result shows

that interpersonal relationship constructs of communication (Mean = 4.12, Std. = 1.19), social support (Mean = 4.08, Std. = 1.18), team building (Mean = 4.51, Std. = 1.17) and relational justice (Mean = 4.40, Std. = 1.80) are of high extent in university libraries in South-west, Nigeria because the average mean score of each of the listed factors are greater than the criterion means of 3.0. Therefore, with an aggregate mean of

4.09 (Std. = 0.97) which is greater than the criterion mean of 3.00, it can be deduced that the extent of interpersonal relationship among librarians in university libraries in Southwest Nigeria is high.

### Testing the Hypothesis

**H<sub>01</sub>** there is no significant relationship between librarians' interpersonal relationships and university library service delivery

**Table 4:** The Relationship between Interpersonal Relationship and Services Delivery

|                            |                     | Interpersonal Relationship | Library Service Delivery |
|----------------------------|---------------------|----------------------------|--------------------------|
| Interpersonal Relationship | Pearson Correlation | 1                          | 0.727**                  |
|                            | Sig. (2-tailed)     |                            | 0.000                    |
|                            | N                   | 242                        | 242                      |
| Library Service Delivery   | Pearson Correlation | 0.727**                    | 1                        |
|                            | Sig. (2-tailed)     | 0.000                      |                          |
|                            | N                   | 242                        | 242                      |

From Table 4, Pearson correlation coefficient  $r$  (= 0.727) which implies a positive high relationship ( $P=81\%$ ). Since the significant value (Sig.2-tailed) is 0.000 (which is less than 0.05). The null hypothesis is rejected. It can be concluded that there is a significant relationship between interpersonal relationship and service delivery in university libraries in Southwest Nigeria.

### Discussion

Research objective one sought to find the availability of library services in the university libraries in South-west, Nigeria. The findings of the study revealed that bibliographic compilation, abstracting and indexing, reprographic, e-library, referral, serials, current awareness services, selective dissemination of information, editing, language translation, reference services, inter library loan, user query services among others were available

to users in the university libraries in South-west, Nigeria. This corroborated the findings by Anaeme and Anyaegbu (2010), which listed Library services to as; listing services, catalogue bibliographic display, current awareness services, internet-on-line facility services, photocopy (reprography) inter-library loan service, reference services, binding services, provision of reading carrels and seats.

Research objective two sought to ascertain the extent at which the available library services were implemented in the study area. Findings from the study reveal that the extent of library services delivery in university libraries is high. The findings show that librarian's level of service delivery in terms of empathy, assurance, responsiveness, reliability and tangible were high. The findings is in agreement with that of Oden and Owolabi (2021) that services delivery of university libraries in the aspect of

tangibles and reliability will bring satisfaction to the recognized need of the users and that staff attitude goes a long in library service delivery influences the patronage of the library resources.

Research objective three sought to ascertain the extent of interpersonal relationship among librarians in university libraries in South-west, Nigeria. The findings of the study reveal that there is high level of interpersonal relationship among librarians in university libraries in South-west, Nigeria. This implies that the existence of cordial relationship among librarians dictates the level of achievement of library service delivery. Each respective factor of communication, social support, team building, relational-justice plays crucial roles in making interpersonal relationship among librarians in determining library service delivery in universities in Southwest, Nigeria to be high. This finding agrees with Bankole (2023) study on organizational commitment and interpersonal relationship of library personnel as determinants of work performance in Nigeria universities. The authors linked librarians work performance to gauge the efficient delivery of library service in the library system. The factors of interpersonal relationship like communication, social support, team building and relational justice constitute solid bedrock upon which the strength of interpersonal relationship is connected together. The strong connection is identified in the study of Alase, and Akinbo (2022) on interpersonal relationship and employees' performance in selected Nigeria banks, that high quality interpersonal relationship improves the work performance of employees through improved communication, motivation, teamwork, assisting each other's and improvement in the

performance of employee. While destructive relationship within the organization creates friction and unhealthy rivalry within the organization and tends to dampen the performance of the employee instead of improving.

## Conclusion

Based on the findings of this study, it was concluded that there is a connection between various factors of interpersonal relationship (Communication, Social Support, Team Building, and Relational Justice), and effective library service delivery. Librarians in public universities in Southwest, Nigeria enjoyed a very high level of interpersonal relationship resulting in quality services delivery in a very high extent in terms of empathy, assurance, responsiveness, reliability, tangible and better performance in meeting the users' information needs.

## Recommendations

It was recommended that regular seminars, workshops, training and retraining should be organized for library staff on strategies and ways to strengthen their interpersonal relationships to improve the library service delivery for users' quick information access and satisfaction.

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