

Management Capacity Building Practices for Librarians' Effective Service Delivery in Federal University Libraries in South South and South East Nigeria.

By

Dr. Patrick C. Igbokwe

Nnamdi Azikiwe Library, University of Nigeria, Nsukka

patrick.igbokwe@unn.edu.ng

Dr. Promise I. Ilo

Nnamdi Azikiwe Library, University of Nigeria, Nsukka

promise.ilo@unn.edu.ng

Abstract

This study examined management capacity building practices for librarians' effective service delivery in federal university libraries in South South and South East Nigeria. The study was specifically aimed at determining existing management capacity building practices, the extent to which the existing capacity building practices contribute to effective service delivery, challenges associated with management capacity building practices, and strategies for enhancing management capacity building practices in federal university libraries in South East and South South Nigeria. The study adopted descriptive survey research design. The total population that was used for this study was two hundred and eighteen professional librarians (218). Data was collected using questionnaire and interview schedule. A total number of one hundred and seventy eight (178) copies of the questionnaire were correctly filled, returned and used for this study. Data collected were analyzed using mean scores and standard deviation. The results reveal that management capacity building practices exist in these libraries such as mentoring, effective communication from top to down, giving people opportunity to contribute in the library vision and mission, and creating opportunity to develop adequate skills. Result also shows that challenges confronting management capacity building practices include; inadequate funding, erratic electricity supply, poor maintenance culture, poor collaborative practices between libraries. The researcher recommended among other things that librarians should be willing to embrace new trends in service delivery, libraries should recruit qualified staff, libraries need to be adequately funded, ICT skills need to be developed, modern ICT facilities should be provided, and there should be adequate support for training, among others.

Keywords: Management, Capacity Building, Library, Effective Library Service, Challenges, Strategies.

Introduction

The importance of the library to any learning system has been well-known since the 16th century development of written communication. Library is a bastion of knowledge to every stakeholder in a university setting where teaching, learning and research are the mainstay. These services are focused towards the achievement of the educational objectives of the university and support the vision and mission of the university. The University library plays a number of vital roles in the learning process. First, it stimulates and supports research in the local community and among faculty members in a university. The library provides support material for self-development as well as linkages with other universities' libraries and research centers. The library according to Eberhart (2010) can be defines as a collection of information resources in a variety of formats that

is organized by information professionals or other experts who provide convenient physical, digital, bibliographic, or intellectual access and offer targeted services and programs with the mission of informing, educating, variety of library users and stimulating individual learning and advancing society as a whole. The library, as a service organization, exists for the benefit of another person or group of persons. Service entails the use of specialized knowledge, skills, and experiences for the benefit of another toward addressing an identified need. Delivering these services need to be effectively done to meet up with the demands of library users. Ugah (2011) views effective service delivery in the context of a library as the quality of service needed for a library to thrive and survive. It centers on how libraries are able to meet the rationale for its establishment.

The librarians play great role in delivering these services in the university system because they are responsible for carrying out all the services of the library as mentioned above. This implies that university library cannot function on its own without the librarians (Ekere, 2010). A librarian is a trained professional who is responsible for the efficient and effective running of a library through the acquisition, organization and information dissemination, and must keep abreast of trends in development in order to participate actively in the system. Librarians in university libraries play a prominent role in the university system and so their capacity should be adequately built.

In the view of Mohammed and Bot (2009), capacity building is any deliberate effort, endeavor, and programmes provided to the employees of an organization, to improve their skills, attitude, behavior, experience, knowledge, to enhance their performance. Management capacity on the other hand, is the ability of an organization's management to effectively utilize the infrastructural capacity and available organizational resources to achieve organizational goals and objectives.

Statement of the Problem

The exponential growth in information transfer, rising availability of internet resources, the growing linkages among learning and research institutions, and the need for high-level support for learners in developing countries, have placed higher demand on the library for more effective service delivery. To measure up with these high expectations from the library by the library users, capacity and competencies become very essential. Pre-research investigation shows that the library and information service situation in Federal University libraries in South East and South South Nigeria, still have a long way to go in meeting the information demands of users. University libraries in Nigeria suffer from ill-funding, poor working facilities, poor maintenance culture, power failure, unfavorable government policies which have negatively impacted the quality of information services which are still largely traditional in some of the libraries. The undesirable consequences in this situation are that the library might not be able to help the university in achieving her goals of teaching, learning and research and the users losing interest in the library. Therefore, a better understanding of the management capacity building practices and the extent it contributes to effective service delivery is needed for the library to function maximally. The study examines management capacity building practices for effective service delivery the challenges and strategies in Federal University Libraries in South East and South South Nigeria.

Objectives of the Study

The general objective of the study is to examine management capacity building practices for librarians' effective service delivery in federal university libraries in South South and South East Nigeria. The specific objectives are to:

1. Identify management capacity building practices in federal university libraries in South East and South South Nigeria.
2. Find out the extent to which the existing management capacity building practices contribute to librarians' effective service delivery in federal university libraries in South-East and South-South Nigeria.
3. Identify the challenges associated with management capacity building practices for librarians' effective library service delivery in federal university libraries in South East and South South Nigeria.
4. Determine the strategies for enhancing management capacity building practices for effective library service delivery in federal university libraries in South East and South South Nigeria.

Research Questions

The following research questions were formulated to guide the study:

1. What are the management capacity building practices in federal university libraries in South East and South South Nigeria?
2. To what extent do the existing management capacity building practices contribute to librarians' effective library service delivery in federal university libraries in South East and South South Nigeria?
3. What are the challenges associated with 'management capacity building practices librarians' effective service delivery in federal university libraries in South East and South South Nigeria?
4. What are the strategies for enhancing capacity building for librarians' effective service delivery in federal university libraries in South East and South South Nigeria?

Literature Review

Management Capacity Building Practices

Capacity building generally is the process by which individuals; organizations, institutions, and society develop their abilities individually or collectively, to perform functions, solve problems, set and achieve expected goals. It refers to all activities and practices that enable an institution and organizations to achieve their developmental goals (Ejedafiru, 2013). The above implies that capacity building have great practical and potential contribution to make in the development of libraries and librarians to ensure better and effective services in the library as well as managing the delivery of services and resources (Isah, 2013). This study however focuses on management capacity building practice.

Management capacity is an important dimension of organization's capacity as stated by Andrews and Boyne (2010). Management capacity refers to the ability of an organization to effectively and maximally utilize the infrastructural capacity (human resources, facilities, information system, and financial capacity) to achieve organizational goals. According Goldsmiths (2018), library leadership needs to consistently strive to have a motivated work force. This is critical to successfully delivering excellent services and this can be achieved by equipping staff with the essential skills they need to perform and fulfill their roles. Mentoring can be very useful for library staff that are newly employed within the organizations and need some support to adjust to their new role. Mentoring can also be used as an effective capacity building tool for all new members of staff (Hussey and Campbell-

Meier, 2017). Other areas includes ability to manage finance, create and sustain the vision, inspire, model, prioritize, make decisions, provide direction for human resource development and staff management, which involves; such as assessment of staff performance, managing performance expectations, program staffing, staff development, salary, and benefit administration and relevant policies and procedures, all in an effort to achieve the mission and vision of the organization TCC Group(2010).

Therefore, achieving effective service delivery calls for a deliberate and systemic management capacity building initiative and practices. It involves equipping and empowering everyone with the necessary knowledge, skills and attitude to enable them achieve effective service delivery (Agunyai, 2015).

Library Service

Services offered in the university libraries are very essential in the achievement of the goals and objectives of the university. Akanwa and Aniche (2012) stated that ineffective service delivery in libraries ranked highest of all the other problems confronting the effective utilization of the library. Also the study by Igbo and Imo (2010) equally identified ineffective library service delivery as the major problem facing university libraries and this indeed is worrisome. The functions and services performed by university library in any institution according to Nkiko, Ilo, Idiegbeyan-Ose, Segun-Adeniran (2015) are broadly to support teaching, research and learning; through lending Services, users education, reference services, current awareness services, selective dissemination of information services, advocacy, the use of Social media, packaging of information

Challenges Associated with Librarians' Management Capacity Building Practices for Effective Service Delivery

Emezie, and Nwaohiri, (2013) identify the following as some of the challenges associated with management capacity building practices for effective service delivery: non availability of information materials, inaccessibility of reading materials, lack of infrastructure, lack of competency and adaptation, lack of technology literacy, inadequate power supply, and poor funding. Available library information resources should be viewed from both national and instructional levels. They attribute the lack of availability of information sources among other things to the steady proliferation of universities, increases in student numbers and the diversification of courses and academic and research programmes, without adequate information resources to match the information needs. Equally, the frequencies of visit to the library according to Fara (2013) are one index to judge the utilization of the library resources. The success of a library's depends upon the availability of information resources stating that it is not enough that they are available, or even bibliographically accessible; they must be physically accessible to those who need them. He further stated that there are generally two kinds of failure in library use: stock failure and reader's failure. The former is a library's failure to acquire or produce the material needed by the patron. The reader's failure has two aspects which are; bibliographical and physical failure. The bibliographical aspect involves the reader's inability to find the item sought in the library catalogue. The physical aspect is the inability to locate the materials housed in the library.

Strategies for Enhancing Librarians' Capacity Building for Effective Service Delivery

The issue of management capacity building in federal university libraries in Nigeria's must be addressed with the aim of enhancing and improving service delivery. Fara (2013) also says that there is an urgent need to follow a more systematic approach to management capacity building activities and utilization in libraries. First and foremost, government regulatory bodies and professional bodies in the library and information work arena must see the need for joint efforts towards building appropriate management capacity and reducing to its barest minimum, the constraints of capacity underutilization. The provision of an enabling environment and the fostering of professionalism in libraries must take a prime position. This demands that there is every need to provide adequate funds for the rehabilitation of facilities and of library and information infrastructures in the federal university libraries. They should also consider the need for the provision of adequate funds for research, development and training. Federal university libraries must also accord the provision of facilities and adequate remuneration, priority places for the purpose of utilization and retention of acquired skills. Institutions should take a critical look at their organizations with a view to carrying out necessary restructuring leading to the recruitment of fresh personnel in appropriate areas and the proper assignment of duties and responsibilities. Information training institutions and departments must carry out a re-assessment of their training curriculum and make it conform to the training needs of today's library and information work environment. On the job training in terms of short courses, conferences and workshops must also be carefully examined such that it meets the training needs of the personnel in organizations in order to address the recurring problem of obsolescence among information workers while the provision of adequate budget for this purpose must be given attention.

Therefore, the achievement of effective service delivery dreams in federal university libraries in Nigeria calls for a deliberate and systemic management capacity building practices. It requires equipping and empowering everyone with the necessary knowledge, skills and attitude to be able to achieve service delivery and understand the importance of effective service delivery to the entire library system.

Methodology

The design for this study was descriptive survey. This study was carried out in federal university libraries in South East and South South Nigeria. These two zones comprise eleven states. These two geopolitical zones have attributes in common with regard to this study. The libraries under study are owned by the federal government and receive similar allocation. The population of the study is two hundred and eighteen 218 librarians working in 11 federal university libraries in South East and South South Nigeria. The populations of the study consist of all librarians in these federal universities in South East and South South Nigeria. The entire population of librarians in South East and South South Nigeria 218 were used. The instruments that were used for data collection are questionnaire and interview guide.

The interview was used in this study to enable the researcher get more detailed information and validate some of the responses obtained through the questionnaire. It focused on the management staff that is in a better position to understand and explain in details the library system and its activities. Two Deputy University librarians were interviewed from the university libraries under study. A total of 218 copies of the questionnaire were distributed to the respondents in their respective libraries. Out of two hundred and eighteen (218) copies of questionnaire administered, one hundred and seventy eight (178) were returned and found useful for analysis. The data obtained were analyzed using Mean and Standard Deviation, while the data collected from the interview schedule was analyzed qualitatively.

Results

The presentation and analysis were done in line with the four objectives which guides this study as follows.

Table 1: Mean and standard deviation of respondents on the management capacity building practices in federal university libraries in South-East and South-South Nigeria.

S/N	Item Statement	South-East		South-South		Overall		Rank	Remark
		$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
1	Strong mentoring programme in my library	2.76	.83	2.70	.92	2.73	.87	8th	A
2	Effective top to bottom and bottom to top communication in my library	2.95	.75	2.83	.91	2.89	.83	5th	A
3	I am being giving opportunity to develop my skills	2.94	.67	2.98	.84	2.96	.75	4th	A
4	Available funds are duly managed	2.74	.81	2.72	.91	2.73	.86	7th	A
5	Well defined goals and vision	2.91	.72	3.01	.90	2.96	.81	3rd	A
6	My library creates room for innovation	3.09	.76	2.94	.95	3.02	.86	1st	A
7	I am highly inspired by my library	2.92	.79	2.73	.96	2.83	.88	6th	A
8	Qualified staff are recruited in my library	3.11	.69	2.88	.94	3.00	.82	2nd	A
9	Effective services are duly rewarded	2.63	.83	2.47	1.03	2.56	.93	9th	A

Key: SA-Strongly Agree, A- Agree, D-Disagree, SD- Strongly Disagree

Result on Table 1 reveals that the items 1-9 had their mean values ranged from 2.56-3.02; showing that the existing management capacity building practices are: creating room for innovation (3.02), qualified staff being recruited (3.00), giving opportunity to develop ones skills (2.96), well defined goals and vision (2.96), effective top to bottom and bottom to top communication (2.89), being highly inspired (2.83), strong mentoring programme (2.73), available funds are duly managed (2.73), effective services being duly rewarded (2.56).

The above findings indicate that the respondents agreed that all the items are the management capacity building practices existing in federal university libraries in South-East and South-South Nigeria. The Table 5 also revealed that the standard deviation of the 9 items ranged from 0.75–0.93; indicating that the respondents were homogenous in their responses.

Interview responses from the management staff confirmed that room for innovations are created for librarians', mentoring programs are put in place, librarians are giving opportunity to develop their skills, the vision and goals of the libraries are well articulated, there is

effective top to bottom and bottom to top communication, helping to inspire the workforce, managing available fund, duly rewarding effective service. They also pointed out that qualified librarians are recruited in the library. However, it was observed that though librarians' are giving opportunity to develop their skills, but are not given adequate financial support to do so. Equally it was observed from the interview that more efforts should be made in providing conducive work environment in the library, since they consider it as very essential in service delivery.

Table 2: Mean and standard deviation of respondents on the extent to which the existing management capacity building practices contribute to effective service delivery in federal university libraries in South-East and South-South Nigeria.

S/N	Item Statement	South-East		South-South		Overall		Rank	Remark
		$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
1	Use of contemporary technologies	3.34	.61	3.23	.90	3.29	.76	4th	HE
2	Provision of more relevant services to users	3.22	.64	3.22	.75	3.22	.69	10th	HE
3	Provision of more accurate services to users	3.24	.65	3.29	.79	3.26	.72	6th	HE
4	Easier provision of services to users	3.26	.59	3.23	.67	3.25	.62	7th	HE
5	Provision of more timely services to users	3.23	.63	3.27	.75	3.25	.69	8th	HE
6	Provision of up to date information resources to users	3.22	.69	3.18	.78	3.20	.69	12th	HE
7	Provision of social network services	3.24	.70	3.20	.85	3.22	.73	9th	HE
8	Readers services	3.29	.71	3.40	.71	3.34	.71	2nd	HE
9	Cataloguing and classification	3.36	.63	3.52	.67	3.43	.65	1st	HE

Key: VHE-Very High Extent; HE- High Extent; LE- Low Extent; VLE-Very Low Extent

Result on Table 2 reveals that items 1-9 had their mean values ranged from 3.04-3.43. These values together with the cluster mean value of 3.21 were within the real limit of 2.50-3.49; which reveals that the extent to which the existing management capacity building practices contribute to effective service delivery in federal university libraries in South-East and South-South Nigeria is high. The major ones are in the areas of: cataloguing and classification (3.43), readers services (3.34), use of contemporary technologies (3.29), provision of more accurate services to users (3.26), easier provision of services to users (3.25), provision of more timely services to users (3.25), provision of social network services (3.22), provision of more relevant services to users (3.22), use of online resources to serve users (3.20). The above findings show that capacity building practices to a high extent contributes to librarians' effective service

delivery. Result on Table 2 also reveals that the standard deviation of the 19 items ranged from 0.62–0.86; indicating that the respondents were homogenous in their responses.

Table 3: Mean and standard deviation of respondents on the challenges associated with management capacity building practices for librarians' effective service delivery in federal university libraries in South-East and South-South Nigeria

S/N	Item Statement	South-East		South-South		Overall		Rank	Remark
		$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
1	Inadequate Funding	3.52	.67	3.51	.74	3.51	.70	1st	S A
2	Erratic electricity supply	3.44	.73	3.40	.78	3.42	.75	2nd	A
3	Technophobia	3.14	.85	3.00	.88	3.07	.79	9th	A
4	Inadequate support for training, workshop and seminars	3.19	.82	3.17	.76	3.17	.76	6th	A
5	Lack of proper mentoring	3.16	.79	3.13	.82	3.15	.83	7th	A
6	Poor collaborative practices between libraries	3.23	.74	3.23	.79	3.23	.79	4th	A
7	Lack of Institutions policies	3.24	.75	3.02	.87	3.14	.80	8th	A
8	Poor maintenance culture	3.32	.76	3.17	.81	3.25	.81	3rd	A
9	Poor working environment	3.24	.84	3.19	.83	3.21	.83	5th	A
10	Lack of team spirit	3.13	.82	2.93	.87	3.03	.76	11th	A
11	Inadequate physical information resources	3.21	.70	2.82	.78	3.03	.84	10th	A
12	Obsolete information resources	3.23	.75	2.80	.95	3.03	.87	12th	A
13	Recruiting unqualified staff	3.07	.89	2.58	.95	2.84	.95	13th	A

Key: SA-Strongly Agree, A- Agree, D-Disagree, SD- Strongly Disagree

Result on Table 3 reveals that respondents strongly agreed that the major challenge militating against management capacity building practices for effective service delivery is inadequate funding (3.51). They agreed that other major challenges include: erratic electricity supply (3.42), poor maintenance culture (3.25), Recruiting unqualified (3.53), poor working environment (3.21), inadequate support for training, workshop and seminars (3.17), lack of proper mentoring (3.15), lack of institutions policies (3.14). The above findings indicate that the respondents agreed that all the items are the challenges associated with management capacity building practices for librarians' effective service delivery in federal university libraries in South-East and South-South Nigeria. The standard deviation of the 15 items ranged from 0.70–.95; indicating that the respondents were homogenous in their responses.

Table 4: Mean and standard deviation of respondents on the strategies for enhancing management capacity building practices for librarians' effective service delivery in federal university libraries in South-East and South-South Nigeria

S/N	Item Statement	South-East	South-South	Overall	Rank	Remark
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		$\bar{X}$	SD	$\bar{X}$	SD	$\bar{X}$	SD		
1	Adequately funding of libraries	3.63	.57	3.39	.81	3.52	.70	3rd	VA
2	Constant power supply	3.62	.62	3.23	.99	3.44	.84	7th	A
3	Willingness to embrace new trends in service delivery	3.62	.55	3.45	.72	3.54	.64	1st	VA
4	Providing adequate support for training, workshop and seminars	3.58	.56	3.33	.87	3.46	.73	5th	A
5	Setting up adequate mentoring programme	3.55	.56	3.30	.74	3.43	.66	8th	A
6	Establishing strong collaborative practices	3.54	.56	3.20	.75	3.38	.67	13th	A
7	Strong institutional policies	3.55	.56	3.27	.80	3.42	.69	10th	A
8	Good maintenance culture	3.57	.56	3.22	.81	3.40	.71	12th	A
9	Conducive working environment	3.62	.57	3.18	.95	3.42	.80	9th	A
10	Good team spirit	3.62	.55	3.35	.77	3.49	.67	4th	A
11	Provision of adequate physical resources	3.59	.56	3.23	.85	3.42	.73	11th	A
12	Provision of current information resources	3.56	.56	3.35	.77	3.46	.67	6th	A
13	Need to recruit qualified staff	3.60	.55	3.45	.67	3.53	.61	2nd	VA

Keys: VA-Very Appropriate, A- Appropriate, FA- Fairly Appropriate, NA-Not Appropriate

Result on Table 4 indicates that the respondents considered very appropriate the following major strategies for enhancing management capacity building practices: willingness to embrace new trends in service delivery (3.54), need to recruit qualified staff (3.53), adequate funding of libraries (3.52). The strategies considered appropriate include: developing good team spirit (3.49), providing adequate support for training, workshop and seminars (3.46), provision of current information resources (3.46), providing constant power supply (3.44), setting up mentoring programme (3.43), developing strong institutional policies (3.42) among others.

The above findings show that the respondents agreed that all the items are appropriate strategies for enhancing management capacity building practices for librarians' effective service delivery in federal university libraries in South-East and South-South Nigeria.

Discussion of Findings

Management Capacity Building Practices in Federal University Libraries in South East and South South Nigeria.

Findings of the study show that management capacity building practices are in existence in these libraries. These management capacity building practices are: creating room for innovation, qualified staff being recruited, giving opportunity to develop ones skills, well defined goals and vision, effective top to bottom and bottom to top communication, being highly inspired, strong mentoring programme, available funds are duly managed, and effective services being duly rewarded. The findings is in line with Owoye and Dahunsi (2014) who, in talking about communication, observes that information flows from the university librarian down the hierarchy and that idea of staff are taken into consideration in taking decisions. This result equally supports the findings of TCC Group (2010) that management capacity building practices involves ability to manage finance, create and sustain the vision, inspire, model, prioritize, make decisions, provide direction for human resource development. It also involves abilities in, staff management such as assessment of staff performance, managing performance expectations, staff development, salary, and innovation in an effort to achieve the organizational mission and vision. The interview responses equally revealed that librarians' are being giving opportunity to develop their skills and recruiting qualified staff, are very much obtained in these libraries, but shows that, although most of the librarians are shown opportunity to develop their skills but not necessarily providing financial support to them for such opportunities.

Extent to which Management Capacity Building Practices Contribute to Effective Service Delivery in Libraries

The findings of this study clearly reveal that management capacity building practices to a high extent contributes to the effective delivery of library services. The result of the study shows that management capacity building practices make for effective cataloguing and classification service, readers services, user education, use of contemporary technologies, reference service, provision of more accurate services to users, easier provision of services to users, provision of more timely services to users , provision of social network services, provision of more relevant services to users, use of online resources to serve users, online resource provision, provision of up to date information resources to users, current awareness/ selective dissemination of information service . Also, to a high extent, management capacity building contributes to indexing and abstracting services, conservation/preservation of materials, referral service, serial control service, and resource generation. The findings agree with Hair, Ismai and Mohammed (2010) who observe that building the knowledge and skills of librarians, equipping them with the current and specific skills, improving service delivery and value-added operations, not allowing workers skills to become redundant and enhancing the training culture among the workers are today the most important goals in libraries. It also agrees with the study of Fara (2013) who observed that availability of reading materials and adaptation of technology influence the quality of library service delivery.

Challenges Associated with Management Capacity Building Practices for Effective Service Delivery

The result of the findings reveal that there are challenges confronting management capacity building practices such as inadequate funding, erratic electricity supply, poor maintenance culture, poor collaborative practices between libraries, poor working environment, inadequate support for training, workshop and seminars, lack of proper mentoring among others. These factors affect management capacity building practices for effective service delivery. The study agrees with Okoye and Okoye (2015) that found out that inadequate financial support is a great challenge to management capacity building. The result of the study also agrees with the study by Emezie and Nwaohiri (2013), who identify the following challenges associated with management capacity building practices for effective service delivery: non availability of information materials, inaccessibility of reading materials, lack of competency and adaptation, lack of technology literacy, inadequate power supply, and poor funding. In like manner, Tanawade (2011) asserts that many librarians lack confidence in the face of increasing information technology. The challenge of finance observed in this study is in line with the study of Fara (2013) who further observed that the state of financial resources necessary for positive intervention in the management capacity building initiatives in the profession is grossly inadequate. Corroborating this as well, Adepetun (2012) posits that the challenge of power supply in the country have found expression in the expenditure profile, as most organizations spend large amount of money providing other sources of power supply. The challenges observed in this study have become reoccurring factors in libraries in Nigeria, this is the more reason why these challenges need to well-articulated through empirical research and enforced into library policy as criteria that must be in place before libraries are established.

Strategies for Enhancing Management Capacity Building Practices for Librarians' Effective Service Delivery

The study discovered that management capacity building practices can be enhanced by the following strategies: willingness to embrace new trends in service delivery, recruiting qualified staff, adequately funding of libraries, developing good ICT skills, provision of modern ICT facilities, building good team spirit, providing adequate support for training, workshop and seminars, provision of current information resources among others. The finding of this study agrees with Fara (2013), as earlier highlighted, observes that the provision of a conducive environment and the fostering of professionalism in libraries must take a prime position demanding need to provide sufficient funds for the rehabilitation of facilities and of library and information infrastructures, and the need for the provision of adequate funds for research and training in the federal university libraries. Fara upholds the strategies discovered in the present study as potentially effective in promoting effective service delivery. Therefore, service delivery would be very effective if these challenges are significantly handled.

Recommendation

The study recommend among other things that management capacity building practices need to be improved upon especially in the aspects of mentoring, management of funds, and rewarding of effective service delivery.

Conclusion

The effectiveness of service delivery is of great significance to the university management because it determines how the university is rated. To meet up to the demand of the information service

delivery especially in the face of ICT and knowledge explosion, librarians are expected to build management capacities that will enable them render efficient and effective services. The study therefore, shows that management capacity building practices are very important and are existing in federal university libraries in South East and South-South Nigeria, but not to a very high extent. Therefore, much still need to be done to improve the management capacity building practices since it plays a great role in effective service delivery.

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