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INFLUENCE OF ORGANIZATIONAL POLICY ON INFORMATION SERVICE DELIVERY IN COLLEGE LIBRARIES IN EBONYI STATE, NIGERIA

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Abstract
This study investigated the influence of organizational policy on information service delivery in college libraries in Ebonyi State, Nigeria. A descriptive survey design was adopted. The population comprised 43 library staff from three college libraries: Federal College of Agriculture, Ishiagu; Federal College of Forestry Resources Management, Ishiagu; and Ebonyi State College of Education, Ikwo. Census sampling was used. Data were collected with a structured questionnaire validated by experts in Library and Information Science. Reliability testing produced a Cronbach's alpha coefficient of 0.92. Forty-one of 43 questionnaires were returned, representing a 95.3% response rate. Mean scores were used to answer the study questions, while t-test statistics were used to test the hypotheses at the 0.05 level. The findings showed significant influence of funding, staffing and access-provision policies on information service delivery. Funding policy was associated with digitization, information-resource development and related services; staffing policy was associated with reference, inter-library loan, indexing and abstracting, and personalized services; while access-provision policy was associated with reference, inter-library loan, indexing and abstracting, and personalized services. The study recommends regular policy review, adequate funding for ICT and resource development, recruitment and training of qualified personnel, operational autonomy, and monitoring of policy implementation.
Keywords: College Libraries, Organizational Policy, Information Service Delivery, Library Staff

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Introduction

College libraries are regarded as academic libraries, similar to those found in other tertiary institutions. They serve as major information hubs for the academic community, comprising students, lecturers, and researchers, by providing access to information resources that support teaching, learning, and research. Libraries are widely recognized as the bedrock of the tertiary education system because of their essential role in facilitating knowledge acquisition, intellectual development, and academic advancement. This view aligns with Oyesola and Quadri (2018) who emphasized the importance of school libraries in educational development, particularly their role in promoting information literacy and enabling learners to locate, evaluate, and use information effectively. With this, it is not out of point to say that meaningful and genuine education cannot take place without a library. Similarly, Kamau et al. (2016) affirm that libraries play a significant role in encouraging students to think critically and engage in independent research. Consequently, college libraries support their parent institutions in fulfilling their core mandates by acquiring, organizing, preserving, and providing access to relevant information resources necessary for teaching, learning, research, and community service.

Organizational policy in view of American Library Association, refers to a set of formal principles, rules, guidelines, and procedures established by an organization to direct decision-making, regulate activities, allocate resources, and ensure the achievement of its objectives. It provides a framework for coordinating organizational operations, defining

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responsibilities, promoting accountability, and maintaining consistency in the implementation of institutional decisions. In the context of academic libraries, organizational policy refers to the established guidelines and procedures that govern the planning, management, and delivery of library services, including funding, staffing, collection development, access to information resources, and many more. These policies guide library management and staff in making decisions, utilizing available resources, and providing effective, efficient, and user-centered information services.

In support of the above, ludenyo and shitseswa(2024) attested that efficient Organizational policies formation and implementation has a crucial function in improvising service delivery in the public and private domains. Furthermore, he asserted that, success of policy execution directly impacts how much the policy contributes to enhancing service delivery.

Efficiency in information service delivery is a fundamental objective of libraries, particularly in the era of globalization and information explosion, which have increased users' demand for timely, accurate, relevant, and accessible information. Consequently, academic libraries are expected to adopt effective strategies and practices that respond to the evolving information needs of their users. Information service delivery, in the context of this study, refers to the provision of relevant, timely, accurate, accessible, and user-oriented information resources and services by college libraries in Ebonyi State, Nigeria, to support the teaching, learning, and research needs of students, lecturers, and other members of the

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academic community. The effectiveness of these services is examined in relation to how organizational policies on funding, staffing, access to information resources, social media utilization, and information security facilitate or constrain service provision. In support of this perspective, Sahabi, M. K., & Otobo, (2022) observes that academic library service delivery in the digital era involves providing information services that support teaching, learning, and research while responding to the technological demands of contemporary users. Similarly, Adeyemi et al. (2025) report that innovation management practices, including technological innovation, staff development, and knowledge management, can contribute to improved library service delivery and user engagement. These perspectives underscore the importance of appropriate organizational policies in enabling college libraries to respond effectively to the changing information needs of their users.

Statement of the Problem

College libraries in Ebonyi State play a vital role in supporting the teaching, learning, and research activities of students, lecturers, and other members of the academic community. However, the effectiveness of these libraries in delivering quality information services may be constrained by inadequate, outdated, or poorly implemented organizational policies. Safari and Mbirithi (2022) emphasize the importance of effective policy implementation in improving service provision across different sectors.

Despite the importance of organizational policies in guiding library operations, concerns remain about the adequacy and implementation of policies governing information service

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delivery in college libraries in Ebonyi State. Weak policy frameworks or ineffective implementation may contribute to inconsistencies in service delivery, inefficient utilization of available resources, and inadequate accountability among library staff. Furthermore, Anyira (2011) identified several factors that hinder librarians from delivering effective information services in the twenty-first century. These challenges underscore the need to examine the institutional and operational conditions that influence the capacity of libraries to meet users' information needs.

Preliminary observations by the researcher suggest that college libraries in Ebonyi State experience challenges, including inadequate funding, insufficient infrastructure, and other operational constraints that may affect the effective delivery of information services. Where appropriate organizational policies are lacking or inadequately implemented, these challenges may be further compounded, thereby limiting libraries' ability to provide timely, relevant, accessible, and user-oriented information services. However, the extent to which organizational policies on funding, staffing, access to information resources, influence information service delivery in these libraries requires empirical investigation.

It is against this background that this study seeks to investigate the influence of organizational policy on information service delivery in college libraries in Ebonyi State, Nigeria. The study is intended to generate empirical evidence on the relationship between these policy dimensions and information service delivery, with a view to identifying areas requiring policy improvement and recommending measures for enhancing library services.

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Objectives of the Study

The study sought to:

1. Determine the influence of organizational policies of funding on information service delivery in College Libraries in Ebonyi State, Nigeria.
2. Determine the influence of Organizational policies on Staffing on Information service delivery in College Libraries in Ebonyi State, Nigeria.
3. Determine the influence of Organizational policies on access provision on information service delivery in College Libraries in Ebonyi State, Nigeria.

Research Question

Based on the objectives of the study, the following research questions proposed will guide the study:

1. How does organizational policy in the area of funding influence information service delivery in college libraries Ebonyi State, Nigeria?
2. How does staffing policy influence information service delivery in college libraries in Ebonyi state, Nigeria?
3. How does access provision policy influence information service delivery in College Libraries in Ebonyi State, Nigeria?

Literature Review

Organizational policy provides a framework for decision-making, resource allocation, staff responsibilities, and the achievement of institutional objectives. In college libraries, effective policies are essential for coordinating administrative activities and ensuring the

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efficient delivery of information services. However, the effectiveness of such policies depends on their clarity, adequacy, implementation, availability of resources, and regular monitoring and evaluation.

Elenwa (2020) examined quality assurance techniques in organizational policy implementation in universities. The study highlighted implementation planning, quality control, regular audits, effective communication, and the provision of adequate human and material resources as essential for achieving policy objectives. Similarly, Chiemeke et al. (2018) examined organizational policy in relation to employees' quality of work life and engagement in a Nigerian manufacturing company. The study identified policy formulation, adoption, implementation, and evaluation as key stages in the policy process, underscoring their importance to organizational effectiveness and employee engagement.

Within the library context, Anyira (2021) investigated the implementation of library and information policies in public and academic libraries in Delta State, Nigeria. The findings revealed that many libraries lacked written information policies and experienced moderate levels of policy implementation. Inadequate funding, insufficient skilled personnel, limited staff training, unclear operational guidelines, and weak compliance monitoring were identified as major barriers. The study recommended improved funding, continuous staff training, and stronger implementation mechanisms. In a related study, Okwudiri et al. (2023) examined the role of public-private partnerships (PPPs) in enhancing library and information service delivery in Nigeria. The findings identified inadequate funding, deteriorating infrastructure, irregular power supply, and limited information and

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communication technology (ICT) facilities as major constraints to effective service delivery, highlighting the need for alternative funding strategies and infrastructure development.

Funding is particularly important because it determines the extent to which libraries can acquire information resources, maintain facilities, and provide essential services. Irunegbo et al. (2018) observed that libraries often receive low priority in institutional funding allocations. Similarly, Irenoa and Bribena (2019) emphasized that the capacity of libraries to provide essential services depends on the availability of funds and their effective utilization. Ogunmodede et al (2023) further noted that libraries and information centers are established to provide efficient, effective, and quality services, promote equitable access to information, and satisfy the information needs of users and society. These perspectives suggest that funding policies and resource-allocation decisions are important considerations in examining the relationship between organizational policy and information service delivery.

Access provision is another important dimension of library service delivery. Ihekwoaba et al. (2023) highlighted the importance of improving access to library resources and services to accommodate diverse user needs, particularly those of students with reading disabilities. Similarly, Igbo et al. (2022) underscored the importance of institutional policies, technological infrastructure, and professional skills in facilitating access to digital information resources in Nigerian university libraries. These studies suggest that access provision requires policies and facilities that enable users to locate, retrieve, and use relevant information resources effectively.

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Staffing policies and staff motivation also influence the quality of information services. Ogonu (2020) found a strong, positive, and statistically significant relationship between staff motivation and service delivery in higher institution libraries in Rivers State. The study recommended staff training, financial and non-financial incentives, and supportive organizational policies to enhance staff performance and improve service delivery. This finding underscores the importance of policies that support staff development, motivation, and effective performance in library operations.

Methodology

A descriptive survey design was adopted. The population consisted of 43 library staff in three college libraries: Federal College of Agriculture, Ishiagu (22), Federal College of Forestry Resources Management, Ishiagu (7), and Ebonyi State College of Education, Ikwo (14). Census sampling was used. A structured questionnaire was validated by Library and Information Science experts and recorded a Cronbach's alpha reliability coefficient of 0.92. Forty-one questionnaires were returned (95.3%). Data were analyzed using frequencies, percentages and mean scores, while t-test statistics were used to test hypotheses at the 0.05 level.

RESLUTS

The result of the data collected from the study are presented in table 1,2, 3 and 4.

Research Question 1: How does organizational policy in the area of funding influence information service delivery in college libraries in Ebonyi State, Nigeria?

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Table 1 Mean value analysis of the Influence of Organizational Policy of Funding on Information Services Delivery

S/No	Item	SA	A	D	SD	Total	Mean Value $\bar{x}$	Decision
1	The quality of reference services in my organization is influenced by funding policy	23	15	3	0	41	3.49	NS
2	The effectiveness of inter-library loan (materials exchange) services is influenced by funding policy	15	26	0	0	41	3.37	NS
3	The ability to digitize information services in my organization is influenced by funding policy	30	14	0	0	41	3.73	S
4	The effectiveness of Indexing and Abstracting services in my organization is influenced by funding policy	25	16	0	0	41	3.61	S
5	The quantity, quality and variety of information resources in my organization is influenced by the funding policy	30	15	0	0	41	3.71	S
6	The up-to-datedness of information resources in my organization is influenced by funding	27	14	0	0	41	3.66	S
7	The ability to offer personalized/customized information services in my organization is influenced by funding policy	25	16	0	0	41	3.61	S

At significant mean value of 3.60, Table 1 shows that the quality of reference services has a mean score of 3.49, indicating no significant influence. The effectiveness of inter-library loan services has a mean score of 3.37, indicating no significant influence. The ability to digitize information services has a mean score of 3.73, showing a significant influence.

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The effectiveness of indexing and abstracting services has a mean score of 3.61, indicating a significant influence. The quality and variety of information resources have a mean score of 3.71, with a significant influence. The up-to-datedness of information resources has a mean score of 3.66, showing a significant influence.

The ability to offer personalized/customized information services has a mean score of 3.61, indicating a significant influence. Overall, the significant mean value is 3.60, highlighting a significant influence of funding policies on these information services.

Research Question 2: Influence of Organizational Policy of Staffing on Information Services Delivery

Table 2: Mean value analysis of Influence of Organizational Policy of Staffing on Information Services Delivery

S/No	Item	SA	A	D	SD	Total	Mean Value $\bar{x}$	Decision
1	The quality of reference services in my organization is influenced by the staffing policy	19	20	2	0	41	3.41	S
2	The effectiveness of inter-library loan (materials exchange) services is influenced by the staffing policy	28	13	0	0	41	3.68	S
3	Ability to digitize information services in my organization is influenced by the staffing policy	20	13	8	0	41	3.29	NS
4	The effectiveness of Indexing and Abstracting services in my organization is influenced by the staffing policy	27	14	0	0	41	3.66	S

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5	Ability to ensure that information resources are balanced on quantity, quality and variety in my organization is influenced by the staffing policy	11	27	3	0	41	3.20	NS
6	Ability to ensure up-to-up datedness of information resources in my organization is influenced by the staffing policy	11	24	6	0	41	3.12	NS
7	The ability to offer personalized/customized information services in my organization is influenced by the staffing policy	19	16	6	0	41	3.32	NS

Significant mean value:3.38

At significant mean value of 3.38, Table 3 shows that quality of Reference Services has a Mean score of 3.41, indicating a significant influence. Effectiveness of Inter-Library Loan Services: Mean score of 3.68, indicating a significant impact. The ability to digitize information services has a mean score of 3.29, showing no significant influence. Effectiveness of Indexing and Abstracting Services: Mean score of 3.65 indicating a significant influence. The quality and variety of information resources have a mean score of 3.19, indicating no significant influence. Up-to-Datedness of Information Resources: Mean score of 3.26, showing no significant influence. The ability to offer personalized/customized information services has a mean score of 3.46, indicating a significant influence.

Overall, the significant mean value is 3.38, highlighting a generally significant influence of Staffing policies on these information services.

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Research Question 3: Influence of Organizational Policy of Access Provision on Information Services Delivery

Table 3: Influence of Organizational Policy of Access Provision on Information Services Delivery

S/No	Item	SA	A	D	SD	Total	Mean Value $\bar{x}$	Decision
1	The quality and user acceptance of reference services in my organization is influenced by the policy on access provision	17	20	4	0	41	3.32	S
2	The patronage of inter-library loan (materials exchange) services in my organization is influenced by the policy on access provision	23	11	7	0	41	3.39	S
3	The decisions on, and disposition to digitization of information services in my organization is influenced by policy on access provision	15	22	4	0	41	3.27	NS
4	The effectiveness and patronage of Indexing and Abstracting services in my organization is influenced by the policy on access provision	15	26	0	0	41	3.37	S
5	The information resources provision in terms of quantity, quality and variety in my organization is influenced by the policy on access provision	15	21	5	0	41	3.24	NS
6	The up-to-datedness of information resources in my organization is influenced by the policy on access provision	17	19	5	0	41	3.29	NS
7	The offering of personalized/customized information services to users in my organization is influenced by the policy on access provision	20	16	5	0	41	3.37	S

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Significant Mean value:3.32

At significant mean value of 3.32, table 4.5 shows that the quality and user acceptance of Reference Services has a Mean score of 3.32, indicating a significant influence. Effectiveness of Inter-Library Loan Services: Mean score of 3.39, indicating a significant influence. The ability to digitize information services has a mean score of 3.27, showing no significant influence. Effectiveness and patronage of Indexing and Abstracting Services: Mean score of 3.37 indicating a significant influence. The quality and variety of information resources have a mean score of 3.24, indicating no significant influence. Up-to-Datedness of Information Resources: Mean score of 3.29, showing no significant influence. The ability to offer personalized/customized information services has a mean score of 3.37, indicating a significant influence. Overall, the significant mean value is 3.32, highlighting a generally significant influence of Access provision policies on these information services.

Table 4. T- test analysis showing the influence of organization policy of funding, staffing and access provision on information service delivery in College libraries in Ebonyi State, Nigeria.

Variable	No	Df	Mean ($\bar{X}$)	t-cal	t-crit	Sig	Decision
Funding policy and Information Service Delivery	41	40	3.60	20.15	2.021	0.000	Reject H_0
Staffing Policy and Information Service Delivery	41	40	3.38	16.10	2.021	0.000	Reject H_0
Access provision policy and information Service Delivery	41	40	3.32	15.02	2.021	0.000	Reject H_0

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Table 4. shows the summary of the t-test results from the regression analysis. Since the calculated t-value (20.15) is greater than the critical value (2.021), and the significance level (0.000) is below 0.05, the null hypothesis is rejected. This means that funding policy has a significant influence on information service delivery in college libraries in Ebonyi State.

On staffing policy, the calculated t-value (16.10) is greater than the critical value (2.021) at the 0.05 level of significance, and the p-value (0.000) is less than 0.05, the null hypothesis is rejected. This implies that organizational policy on staffing has a significant influence on information service delivery in College libraries in Ebonyi State, Nigeria.

On policy of access provision, the calculated t-value (15.02) is greater than the critical value (2.021) at the 0.05 level of significance, and the significance value (0.000) is less than 0.05, the null hypothesis is rejected. This indicates that organizational policy on access provision significantly influences information service delivery in college libraries in Ebonyi State, Nigeria.

Recommendations

Based on the findings, the following recommendations are made:

i. Policy Review and Update: Colleges should regularly review their staffing and operational policies to align with current demands in library services.
ii. Increased Funding: Adequate funding should be allocated for staffing, ICT, and professional development.

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iii. Staff Recruitment and Training: Institutional policies should prioritize the recruitment of qualified staff and provide regular training opportunities.

iv. Library Autonomy: Libraries should be given more independence in making staffing and operational decisions within the bounds of institutional policy.

v. Policy Implementation Monitoring: Systems should be established to monitor the implementation and impact of organizational policies on library services.

Conclusion

The study concludes that the success of information service delivery in academic libraries is deeply rooted in the quality, clarity, and implementation of organizational policies. These policies are not merely documents; they are the frameworks that shape daily operations, influence staff performance, and untimely determine how well libraries can serve their users. When these policies are outdated, poorly communicated, or inadequately enforced, they hinder the efficiency and innovation of library services. Therefore, for academic libraries to thrive in today's information-driven environment, policies must be dynamic, inclusive, and aligned with modern trends and user expectations. Organizational policies that are supportive and well-implemented enhance library staff capacity, resource access, and overall service quality. Hence, proper policy formulation and execution are vital for strengthening information services in academic libraries.

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