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# EFFECTS OF PERSONALITY TRAITS ON SERVICE PROVISION OFLIBRARIANS IN UNIVERSITY LIBRARIES IN KWARA STATE, NIGERIA

#### **MEDINAT DOLAPO LAARO**

Kwara State College of Arabic and Islamic Legal Studies, Ilorin laaromedinat@yahoo.com

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#### JACOB KEHINDE OPELE, Ph.D.

National Centre for Technology Management (NACETEM), Obafemi Awolowo University, Ile-Ife, Nigeria, <u>opelejk@gmail.com</u>.

#### ABSTRACT

Among the many functions of the university are the provision of quality education, facilities for education and development of knowledge and their application to government, industry, commerce and the community. However, the extent to which librarians provide these services in universities in Kwara State, Nigeria, is unknown. The significance of people's personality characteristic in information service provision in any university library cannot be neglected. This study examined the influence of personality traits on information service provision of librarians in university libraries in Kwara State. It employed the survey research design with study population 78 academic librarians in four university libraries and 68,298 undergraduates. Proportionate sampling technique was used to select 382 undergraduate students and total enumeration for academic librarians. Data were collected using two sets of questionnaires. The reliability test of the questionnaires yielded the following Cronbach's Alpha co-efficient: level of service provision = 0.77 and personality trait = 0.76. Data were analysed using descriptive and inferential statistics. Frequency counts and percentage distribution, mean and standard deviation were generated for all the research questions while simple regression analysis was used to test the hypothesis formulated. The findings revealed that information services were provided by librarians almost every time to library users. Lending and library loan (M = 4.2), reference services (M = 4.2), user education (M = 4.1) and shelf management/arrangement (M = 4.1) were frequently provided services. Openness (M = 3.96) was the most influencing traits in terms of mean score when compared with other traits; extraversion (M=3.52), neuroticism (M = 3.47), agreeableness (M = 3.52) and conscientiousness (M = 3.13). Personality traits significantly influenced information service provision (Adj R = .044,  $F(_{1,76}) = 4.518$ , P = .037). The study concluded that the students perceived the information services provided by librarians as satisfactory. It was recommended that the current level of service provision should be maintained to enhance more patronage to the library. The five personality traits; extraversion, neuroticism, agreeableness, conscientiousness and openness of librarians should be regularly appraised for a sustained information service provision in these libraries.

Keywords: Information service provision, Personality traits, University libraries, Kwara State, Nigeria

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## Introduction

Information service provision in the library involves information retrieval, loaning of books and other materials, posting of new arrivals in the most suitable place for the use of the library users. Information service provision in the academic environment refers to the provision of services to students, researchers and the community. The extent to which librarians provide these services to their users holds the key for individual career growth, feasibility, performance, recognition and job satisfaction. Besides, the significance of people's personality characteristic in information service provision in any university library cannot be overemphasized. This is because, the makeup and the personality traits of both the librarians and the library users are critical to sustainable information service provision in any academic library. Where this is not properly ensured, it will result in low library patronage, complaints from library users and in few instances, the librarians are dissatisfied with their jobs and thus perform below expectation of their employers. Besides, the disposition of librarians seems uninviting in instances that their personality traits are entirely ignored and this may have negative effects on their level of information service provision. In addition, there are few literatures on the extent to which personality traits of librarians in university libraries in Nigeria influences their levels of information service provision in university libraries. Hence, this study examined the relationship between personality traits and information service provision of librarians in university libraries in Kwara State, Nigeria.

Umoh (2017) assessed information and services provision by academic libraries in Nigeria. He found that users' needs are diverse and satisfying them is a daunting task, he however argued that the dream of every librarian is to satisfy the users with their information needs through the services provided. He recommended that, in Nigeria, academic libraries services should be planned to cater for the present and future users' needs demand and expectations. User awareness is increasing and their needs are becoming more pressing, while their supplies are declining, satisfying them is the only reason why the academic libraries exist. Gwang (2011) argued that the provision of library and information services to Nigerians is a positive step toward making information widely available to the people to access and use to develop the country. Also, Ikegwuiro (2017) found that the librarians derive satisfaction in the application of Internet in their library services because it helps for effective services delivery, though some factors were discovered to be a hindrance for effective application of the Internet in the special libraries which include: low bandwidth; poor funding; erratic power supply, technology obsolescence and high cost of connectivity and maintenance. In a related study, Ahiauzu (2017) asserted that the wide application and adoption of ICTs in libraries will provide equitable access to information in the country.

In the study of Akpan-Atata, Akwang, Akai and Eyene (2015) underscored the fact that almost all academic libraries needs different types of ICTs facilities and these facilities are applied to library functions on daily basis. Aubrey and Patrick (2016) assessed provision of library services to people with disabilities in Malawi and found that lack of equipment to support disabled access to library and information resources were common among disabled people. They remarked further that the majority of the libraries do not offer specialized training such as induction sessions or market services that cater for those with disabilities. Uganneya, Ape and Ugbagir (2012) investigated information services provision and user satisfaction in agricultural research libraries in Nigeria and found that majority of the users were satisfied with both the reference and circulation services provision by these libraries. However, referral service and shelf management of books were rated dissatisfied. Irregular internet services, expensive, internet services, outdated material and staff unresponsiveness were some of the constraints to user satisfaction.



Fry and Ripp (2017) examined what it means to empower librarians in the provision of data services in Canada found that within the Canadian data community, it is evident that research data services, whether that be developing data policies or offering consultative services, is increasing in academic libraries. They also remarked that The DLI Survival Guide was designed as a comprehensive reference tool enabling librarians and library staff to effectively fulfill their role as a DLI contact in their academic institutions. The creation of the Survival Guide was an innovative and collaborative project driven by academic librarians and staff of the DLI program to address the diverse needs of those providing data services. Similarly, Varnum (2017) lamented that it can be difficult to keep up with library technology, let alone with technology in general.

Personality forms the tendency towards certain responses in any given situation. It includes affects, behaviours and cognitions of individuals that characterize them in a number of situations over time. Kim (2019) investigated the big five personality job satisfaction mediation model social networking service (SNS) usage workplace attitudes, in which the Big Five personality traits were found to be significantly related to SNS usage and job satisfaction. This study also showed that SNS usage was a factor in determining job satisfaction, and SNS usage partially mediated the relationship between personality (extroversion and neuroticism) and job satisfaction. Also, Jin, Tang, and Zhou (2017) examined the influence of traits and emotions on boosting status sharing through microblogging and found that people with a high level of sharing impulsiveness were inclined to generate negative emotions, whereas those with a high level of inherent novelty seeking could easily induce positive emotions.

Also, Agyemang and Boateng (2016) assessed the knowledge sharing among teachers: the role of the Big Five Personalitytraits.the results of their study indicated that the Big Five Personalitytraits have effects on knowledge-sharing attitude and behaviour of teachers. With the exception of conscientiousness trait, all the traits used in the study cause a significant change in the variations of the knowledge-sharing attitude and behaviour of teachers. Tang, Chen and Gillenson (2018) explored the role of personality traits in followee recommendation. Their findings indicates that personality should be considered as a distinctive factor in the process of followee selection. However, personality dimensions should not be analysed as a whole as the overall personality similarity might not accurately assess the actual matching between individuals. Instead, the performed data analysis showed the existence of relations among the individual dimensions.

Kayal and Das (2016) investigated career and job satisfaction in relation to personality traits of information professionals. They found a significant correlations between personality variables and both career and job satisfaction. Their study also revealed that five variables (Optimism, Emotional Stability, Teamwork, Visionary Work Style, and Work Drive) accounted for 20 percent of the variance in job satisfaction. Four variables accounted for 19 percent of the variance in career satisfaction (Optimism, Work Drive, Emotional Resilience, and Assertiveness).Yu-Ping (2012). In his study, The Relationship between Job Satisfaction, Job Autonomy and Job Performance in University Librarians. He found that job satisfaction is positively related to job performance. Findings also indicated that job autonomy moderates this relationship. Personality somehow helps us form ways to describe how individuals remain the same over time and circumstances and allows us to describe differences that exist among people. Personality traits help individuals adapt to their environments. They are dimensions that can be used to judge people to be different from one another.

After years of research in the field of Psychology, researchers have recognized the potential predictive power of personality and reasons for individual differences (Costa & McCrae, 1992). These



insights have been beneficial in the studies of user behavior as well as in other professions having to do with human behavior such as teaching and information science. Information behavior forms part of the overall behavior human beings express. Human personalities have been classified into different groups such as introvert and extroverts respectively. An extrovert can be described as a person who is friendly and outgoing; one energized by being around other people in contrast to an introvert who is energized by being alone. Introversion is a personality trait, wherein an individual is interested in his own mental self; reserved by nature, and usually preoccupied with own thoughts and feelings, which required a lot of personal space.

Therefore, such an individual prefers solitary activities, such as reading, writing, listening to music (i.e. own world of facts, feelings, fantasies) to social interaction. Hence, an introvert is characterized as shy and anti-social, usually linked with social fear, but as an active listener, who can hardly make friends easily thereby having few friends, whose friendship is usually deeply rooted (Sharma, 2011). On the other hand, extrovert refers to a type of human behavior in which a person loves to be surrounded by, and interact with people. An individual with this personality trait is identified as socially confident, out spoken and one who enjoys human interaction. An extrovert individual focuses on practical realities rather than inner feelings and opinions, getting bored easily in solitude, which explains the tendency to be more social, practical, informal and enthusiastic; possessing excellent communication skills and enjoys social gatherings, thus becoming the center of attraction.

Personality construct can be measured on the basis of some entities, which can be perceived. The dimensions of personality such as the big five factors namely: neuroticism, extraversion, openness to experience, agreeableness and conscientiousness are constructs that can be measured as visible entities in the form of behaviours (Costa & McCrae, 1992; Duff *et al.* 2004; Petrides *et al.* 2010; Pei-Lee, Chen-Chen, Chin-Wei, & Siew-Yong, 2011). Neuroticism or emotional stability refers to a dimension relating to one's emotional stability and degree of negative emotions. People that score high on neuroticism often experience emotional instability and negative emotions with traits including being moody and tense. On their own part, people who like to learn new things and enjoy new experiences usually score high in openness with traits including being insightful and imaginative as well as having a wide variety of interests. People that have a high degree of conscientiousness are reliable and prompt, possessing traits such as being organized, methodic, and thorough. Extraversion, identified with individuals who get their energy from interacting with others, have such traits as energetic, talkative, and assertive. Individuals identified with agreeableness, usually characterized by traits like being kind, affectionate, and sympathetic, are friendly, cooperative, and compassionate, whereas those with low agreeableness may be more distant.

Information service provision in relation to personality traits of librarians has not been widely studied, thus making it become clear that a study of personality traits may be an indicator to the differences usually observed in information service provision of librarians. This supports the notion that a general, social, psychological approach to information service provision may be useful in the understanding of this perspective. Personality can also be viewed as a sum of complex biologically based and learned behaviors. This behaviour is formed through complex, biological, mental and social factors that make individuals respond to environmental stimuli and situations in a persistent way over time and situations (Phares, 1991) and thus influencing individual behavior. Information service provision thus has sound theoretical assumption as regards personality.

Apart from personality traits that determine the individual librarian's level of service provision, another important factor that may determine service provision is the level of motivation of librarians. Thus, the personality of librarians needs to be given special attention in this era of information provision, making

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it imperative for librarians to be fitted into a suitable unit within the library and inherently so as to provide services that may be maximally used by the students. This will also enable the heads of libraries involved in assigning duties or tasks to adopt and modify their work assignments according to the personality of librarians and demands of the students.

Researchers in the field of information science have long been attempting to derive the criteria for predicting human behavior in relation to information seeking and the learning process. Such criteria can be useful in gaining insight into individual differences and predicting behavioural patterns in specific information situations and conditions. For instance, an extrovert librarian may provide library services differently from how an introvert will provide it. Level of motivation may indicate how services are also provided. A lowly motivated librarian may likely not provide excellent service while highly motivated librarians may always want to satisfy the needs of users through excellent service provision. However, several other factors determine service provision. Essentially, the current study examined how personality traits affected information service provision of librarians in university libraries in Kwara State. Specifically, the study ascertained:

- (1) the personality traits of librarians in university libraries in Kwara State; and
- (2) influence of personality traits affects librarians service provision in university libraries in Kwara State.

### Methodology

A survey design was adopts in this study. The population of the study consists of the library staff and the students of four universities in Kwara State. There were 78 academic librarians in the four university libraries in the State namely University of Ilorin (51), Kwara State University, Malete (9), Landmark University (12) and Al-Hikmah University (6). There are two categories of respondents for this study (librarians and students). For the librarians, census (total enumeration) technique was used to identifythe 78 professional librarians.For the students, proportionate sampling technique was used to select 382 students in all. The inclusion of students will help to determine the quality of information service provision to the library users since student constitutes a larger part of the library users in most academic libraries. The instrument used for data collection was a standardized questionnaire adapted from existing studies. The instrument was validated and an alpha value of 0.75 and above was considered adequate for the study.

The results of reliability test revealed that the instrument yielded 0.77 for the level of service provision of librarians while that of the personality trait ranges between 0.76 - 0.92: extraversion = 0.77, neuroticism = 0.73, agreeableness = 0.82, conscientiousness = 0.77 and openness = 0.76. These results imply that the instrument was highly reliable for the study considering the high values of Cronbach's alpha coefficient of the research items. This further suggests a high level of inter-item correlations of the research instrument. With regards to the return rate, all 78 copies of questionnaire administered to the librarians and all were completed and returned for analysis making 100% response rate. On the other hand, 382 questionnaires were administered to the students out of which 358 were completed and returned for analysis making 93.7% response rate. Data collected was analysed using both descriptive and inferential statistics

#### **Results and Discussion of the Findings**

Tables 1a-1c: presents the analysis of objective 1, which is on the personality traits of librarians in university libraries in Kwara State.

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Extraversion		Stron	gly	Agre	e	Disagre	e S	Strongly	Not	Mean	SD
I see myself as someone		Agree		N (%)		N (%)		Disagree	Sure		
who:		N (%	)				]	N (%)	N (%)		
is full of energy		26(33.3)		45(57.7)		5(6.4)		2(2.6)	0	4.22	0.68
generates a lot enthusiasm	of	13(16	.7)	57(73	3.1)	5(6.4)		3(3.8)	0	4.03	0.62
has an assertive person	ality	9(11.5	5)	54(69	9.2)	9(11.5)	(	6(7.7)	0	3.85	0.72
is reserved	5	,	10(12.8)		1.5)	16(20.5)		4(5.1)	0	3.82	0.72
is outgoing, sociable		17(21		36(46		16(20.5)		7(9.0)	2(2.6)	3.76	0.9
has few artistic interest	ts	3(3.8)		33(42		26(33.3)		16(20.5)	0	3.29	0.8
tends to be quiet		3(3.8)		36(46		18(23.1)		7(9.0)	14(17.9)		1.2
is sometimes shy, inhib	oited	4(5.1)	,			34(43.6)		12(15.4)	8(10.3)	3.00	1.02
is talkative		2(2.6)		9(11.		32(41.0)		31(39.7)	4(5.1)	2.67	0.8
		Aver	age r	nean =	= 3.5	2					
able 1b: Personality T	raits o	of Libra	ariar	is in U	nive	rsity Lib	rari	es in Kw	ara State		_
Neuroticism	Stron		Agr		1	sagree		ongly	Not	Mean	SD
I see myself as	Agre	0.	N (?			(%)		sagree	Sure		
someone who:	N (%	)		ŕ			N (	(%)	N (%)		
likes to cooperate	40(51	.3)	34(4	3.6)	2(2	2.6)	1(1	.3)	1(1.3)	4.42	0.73
with others											
is helpful and	27(34	.6)	47(6	50.3)	1(1	.3)	1(1	.3)	2(2.6)	4.23	0.77
unselfish with others											
is considerable and	24(30	).8)	49(6	52.8)	4(5	5.1)	1(1	.3)	0	4.23	0.60
kind to almost											
everyone											
is generally trusting	20(25	5.6)	54(6	59.2)	4(5	5.1)	0		0	4.21	0.52
has a forgiving	22(28	3.2)	51(6	5.4)	3(3	3.8)	2(2	2.6)	0	4.19	0.63
nature											
can be cold and aloof	4(5.1)	)	36(4	6.2)	6(7	7.7)		(38.5)	2(2.6)	3.13	1.07
tends to find fault	0	T	0		32	(41.0)	38(	(48.7)	8(10.3)	2.31	0.65
with others			0/2	0		(1= 0)					
starts quarrels with others	2(2.6)	)	2(2.	6)	14(	(17.9)	58(	(74.4)	2(2.6)	2.28	0.68
is sometimes rude to	4(5.1)		1(1.	3)	14	(17.9)	530	(67.9)	6(7.7)	2.28	0.84
others		,	1(1.	5)	14(	(17.9)	55(	(07.9)	0(7.7)	2.20	0.04
011013				3.47							──

Agreeableness Strongly Disagree Strongly Not Mean SD Agree I see myself Agree N (%) N (%) Disagree as Sure someone who: N (%) N (%) N (%) 4.73 is a reliable worker 57(73.1) 21(26.9) 0 0 0 0.45

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does things efficiently	35(44.9)	43(55.1)	0	0	0	4.45	0.50	
does a thorough job	43(55.1)	30(38.5)	1(1.3)	2(2.6)	2(2.6)	4.41	0.86	
makes plan and follows through with	34(43.6)	38(48.7)	6(7.7)	0	0	4.36	0.62	
them								
perseveres until the	27(34.6)	33(42.3)	9(11.5)	9(11.5)	0	4.00	0.97	
task is finished								
can be somewhat	2(2.6)	3(3.8)	31(39.7)	38(48.7)	4(5.1)	2.50	0.77	
careless								
is easily distracted	1(1.3)	4(5.1)	31(39.7)	38(48.7)	4(5.1)	2.49	0.73	
tends to be	1(1.3)	0	32(41.0)	41(52.6)	4(5.1)	2.40	0.65	
disorganized								
tends to be lazy	4(5.1)	1(1.3)	12(15.4)	59(75.6)	2(2.6)	2.31	0.78	
	Average m							
<b>Table 1d: Personality Tr</b>	Table 1d: Personality Traits of Librarians in University Libraries in Kwara State							
Conscientiousness	Strongly	Agree	Disagree	Strongly	Not	Mean	SD	
I see myself as	Agree	N (%)	N (%)	Disagree	Sure			
someone who:	N (%)	4((50.0)	10(12.9)	N (%)	N (%)	4.05	0.70	
remains calm in tense situations	20(25.6)	46(59.0)	10(12.8)	0	2(2.6)	4.05	0.79	
is emotionally stable,	10(12.8)	53(67.9)	5(6.4)	10(12.8)	0	3.81	0.82	
not easily upset								
is relaxed, handles stress well	16(20.5)	44(56.4)	8(10.3)	6(7.7)	4(5.1)	3.79	1.02	
can be tense	7(9.0)	19(24.4)	32(41.0)	18(23.1)	2(2.6)	3.14	0.96	
is sophisticated in art, music, or literature	2(2.6)	25(32.1)	24(30.8)	21(26.9)	6(7.7)	2.95	1.01	
worries a lot	2(2.6)	17(21.8)	29(37.2)	24(30.8)	6(7.7)	2.81	0.95	
can be moody	5(6.4)	2(2.6)	39(50.0)	26(33.3)	6(7.7)	2.67	0.91	
gets nervous easily	0	10(12.8)	34(43.6)	28(35.9)	6(7.7)	2.62	0.81	
is depressed, blue	0	6(7.7)	24(30.8)	39(50.0)	9(11.5)	2.35	0.79	
		Average r	nean = 3.13	1	1			

# Table 1e: Personality traits of librarians in university libraries in Kwara state

Openness I see myself as someone who:	Strongly Agree N (%)	Agree N (%)	Disagree N (%)	StronglyDisagree N (%)	Not Sure N (%)	Mean	SD
is original, comes up with new ideas	29(37.2)	45(57.7)	2(2.6)	2(2.6)	0	4.29	0.65
has an active imagination	15(19.2)	61(78.2)	0	2(2.6)	0	4.14	0.53

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is curious about	22(28.2)	46(59.0)	7(9.0)	1(1.3)	2(2.6)	4.09	0.81	
many different								
things								
is a deep thinker	20(25.6)	47(60.3)	9(11.5)	0	2(2.6)	4.06	0.78	
is politically liberal	15(19.2)	50(64.1)	9(11.5)	4(5.1)	0	3.97	0.72	
values artistic,	16(20.5)	51(65.4)	5(6.4)	4(5.1)	2(2.6)	3.96	0.84	
aesthetic experience								
is inventive/	18(23.1)	39(50.0)	12(15.4)	8(10.3)	1(1.3)	3.83	0.95	
ingenious								
likes to reflect, plays	18(23.1)	41(52.6)	6(7.7)	8(10.3)	5(6.4)	3.76	1.12	
with ideas								
prefers work that is	19(24.4)	18(23.1)	34(43.6)	5(6.4)	2(2.6)	3.60	1.01	
routine								
		Average mean = 3.96						
		Grand Mean = 3.52						

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Legend: SD = Standard Deviation; Mean of (1 = Not Sure, 2 = Strongly Disagree, 3 = Disagree, 4 = Agree, 5 = Strongly Agree

Table 1 presents the results of objective 1. It revealed that five out of nine items of extraversion have mean scores of 3.76 - 4.22 indicating agreed. Also, four items have mean scores of 2.67 - 3.29 indicating disagree. As regards neuroticism, the table indicates that five out of nine items have mean scores ranged between 4.19 - 4.42 indicating agreed. Also, an item has mean score of 3.13 indicating disagreed while three items have mean scores ranged between 2.28 - 2.31 indicating strongly disagreed. The analysis of agreeableness reveals that one out of nine items has mean score of 4.73 indicating strongly agreed. Also, four have mean scores of 4.00 - 4.45 indicating agreed while two items have mean scores ranged between 2.49 - 2.50 indicating disagreed. Lastly, two out of the items have mean scores ranged between 2.31-2.40 indicating strongly disagree. As regards consciousness, the results reveal that three out of nine items have mean scores of 3.79 - 4.05 indicating agreed.

Also, five items have mean scores of 2.62 - 3.14 indicating disagreed while an item has a mean score of 2.35 indicating strongly disagree. Also, the analysis of openness reveals that all the 9 items have mean scores of 3.60 - 4.29 indicating agreed. This implies that openness is the most influencing traits that affected the information service provision by the librarians. The results show that personality traits affected information service provision by librarians in one way or the other. The average mean score of 3.52 for all the personality traits indicates that the respondents agreed that librarians' personality traits affected their information service provision to the clientele.

Model	Unstandardize	ed Coefficients	Standardized Coefficients	Т	Sig.
	В	Std. Error	Beta		
(Constant)	38.722	16.622		2.330	.022
personality traits	.222	.105	.237	2.125	.037

Table 2: Influence of Personality Traits on Information Service Provision of Librarians



a. Dependent Variable: Information service provision R = .237,  $R^2 = .056$ , Adj R = .044,  $F_{(t=1, 76)} = 4.518$ , P = .037

Table 2 presents the results of objective 2, showing that 4.4% of the variation in the dependent variable (information service provision) that is accounted for by the independent variable (personality traits). When it comes to how well the regression equation fits the data, the table indicated that the regression model predicted the dependent variable significantly well ( $F_{(1, 76)}$ = 4.518, P =.037). The results shows that personality trait significantly influenced information service provision in these libraries ( $\beta$  = .222, t = 2.125, p<.05). It was found that all the five personality traits are demonstrated by librarians and this affected their information service provision.

However, openness is the most influencing traits that affected the information service provision by librarians in university libraries in Kwara State. Researchers such as Gawronski (2007), Fazio (2007), Schwarz (2007), Eagly and Chaiken (2007) have all reported the influence of personality traits of librarians on information service provision. Findings from these studies indicated that, attitude which is a popular aspect of personality is the most distinctive and indispensable concept of an individuals that should not be ignored.

This study has shown that service provision in the library is directly related to librarians' personality. In fact, personality dictate individuals behaviour both library users and the librarians. It was observed in this study that people are not the same both in character and expectation. Some are naturally gentle and welcoming while others are hard to deal with. The study showed further that librarians need to especially give attention to the disabled (Aubrey, &Patrick2016).Therefore Agreeing with many authors (Gwang, 2011; Fry & Ripp, 2017; Kegwuiro, 2017; Jin, Tang, & Zhou, 2017). It was evidence from these studies that personality traits is germane to effective service provision in any academic library (Akpan-Atata, Akwang, Akai & Eyene 2015; Agyemang , Dzandu & Boateng, 2016; Ahiauzu, 2017). Previous studies such Tang, Chen, & Gillenson (2018); Uganneya, Ape & Ugbagir (2012); Umoh (2017); Varnum (2017) have also showed a significant correlation between personality traits and information service provision in academic libraries.

## **Conclusion and Recommendations**

Based on the findings of this study, it was concluded that personality traits of librarians and the library users have direct relationship with information service provision. It was concluded that openness was the most influencing traits that affected the information service provision by librarians in university libraries in Kwara State. Therefore the study recommended that:

- (1) to offer all inclusive service, librarians in academic libraries should give priority to people's personality trait;
- (2) users will be encourage to patronize the library the more when the Librarians enadevour to put on friendly and welcoming faces; and
- (3) adequate availability and accessibility to library materials by all users will encourage sustainable service provision in the university libraries.

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