

Effective Communication for Quality Service Delivery in Academic Libraries: An Overview of Public Academic Libraries in Ghana.

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Abstract

Effective communication among employees and clientele plays vital role in academic libraries as far as execution of their core mandate is concerned. This phenomenon is sometimes overlooked by Management of academic libraries leading to associated problems of low productivity. This study, therefore, seeks to find out the role of effective communication in accelerating quality service delivery in academic libraries. The descriptive survey strategy was adopted. Purposive and simple random sampling techniques were used to sample 148 out of 150 academic library staff from three (3) public universities in Ghana. The questionnaire was deployed as the instrument for data collection, and the data gathered, mostly quantitative have been analysed using Statistical Package for Social Sciences (SPSS) software. The findings showed that even though there has been an advancement in technology oral communication dominates the mode of information delivery in academic libraries IN Ghana. It was again found out that information flow has almost always been downward from the top hierarchy to subordinates. Various ways of improving effective communication for quality service delivery in academic libraries have also been outlined in the study.

Keywords: Communication, Service Delivery, Academic Libraries, Effective Communication

Introduction

Academic Libraries' main function is to support their parent organization in achieving the organizational objectives. As the name suggests academic libraries are involved in providing research support and educational activities in universities, institutions and other academic organizations.

Academic Librarians play the role of collecting relevant information materials, content development, technical services, providing institutional repositories, providing inter-lending library loan services to their users as per their mission. Sakyi-Baidoo (2003) stated that communication plays a vital role in fulfilling this mission. It would be difficult to imagine how it would be if academic librarians were not receiving information or giving information in their quest to fulfil this mission of supporting learning, teaching, research, and services to their users; in this regard communication becomes imperative.

Sakyi-Baidoo (2003) pointed out that communication is very crucial to human existence, so when we communicate, it is an attempt to solve a problem or need for survival. He explained that we would not see survival as mere existence but rather meaningful existence, and it is in this context that communication becomes necessary and indispensable.

Elving (2005) indicated that communication commonly had two goals. Firstly, it is to inform employees, that is, the staff of the library about their duties and about the policy and other issues of the organization. Secondly, it is a means to create a community within the organization.

Ifidon and Ugwuanyi, 2013) have observed that managers of libraries and their employees whose functions are dependent on constant information exchange with their customers need good communication in order to function effectively. They stressed further that communication poorly done is a recipe for frustration and contributes to reduced services in any organization, of which academic library no exception. Therefore, in this era of competitiveness among organisations in the world, if academic libraries are to make any significant impact on their customers, their employees must understand the indispensable nature of efficient and effective communication at the workplace. According to them, an academic library is one of the institutions or organisations whose performances are measured based on their prompt and efficient services to their clientele. In this regard, communicating effectively cannot be dispensed with. This, according to Ifido and Igwuanyi (2013), is explained by the fact that communication is an important means through which libraries deliver services to their customers irrespective of the mode of information communication.

Aina (2004) reiterates the widely accepted assertion that an academic library is regarded as the heartbeat of any university system to which it is attached. To a considerable extent, therefore, the performance of a university is measured by the ability of the academic library to render effective services to the university.

Problem statement

In the views of Etebu (2010), one of the essential ingredients in any administration is an effective communication structure. Poor communication, on the other hand, is a disincentive to work performance (Femi, 2014). Academic libraries cannot, therefore, be taken out of this context. According to Reitz (2004) if the library administration is to function responsibly in the areas of control and supervision, then good communication is indispensable. Studies conducted by Emojorh (2010), Zhang (2006) and Jankowska and Marshall (2004) attest to the above-mentioned assertion. Unfortunately, in spite of the good ingredient nature of communication, which is a requirement for the good performance of any organisation including libraries, effective communication has not been given the required attention to allow for delivery of good information services (Owoeye and Dahunsi, 2014). From the forgone indications it is worth investigating how communication could be used to augment the effective performance of academic libraries in Ghana.

Objectives of the Study

- i. To determine the patterns of communication in academic libraries in Ghana.
- ii. To identify the forms of communication in academic libraries in Ghana
- iii. To assess the impact of communication in academic libraries in Ghana

- i.v. To identify the challenges/barriers to effective communications in academic libraries in Ghana

Literature Review

Many researchers and writers have dealt with various aspects of communication in academic libraries. The literature for the study is, however, reviewed under the following subheadings:

- The concept of communication
- Forms of communication
- Effective communication and how it can be achieved
- Barriers/challenges to effective communication

The concept of communication

Today, communication has become an integral part of any organizational structure. Communication is the bedrock upon which any organisation is built (Bolarinwa and Olorunfemi 2009; Abugre, 2011 and Abugre, 2013). Sadia et.al (2016) posits that communication is a fundamental issue in the accomplishment of all organizational goals. Berger (2008) traced the historical background of communication to the twentieth century which suggested that communication could be both practical and

theoretical in society. This view was attested to by Shannon and Weaver in 1948 in Figure 1 below.

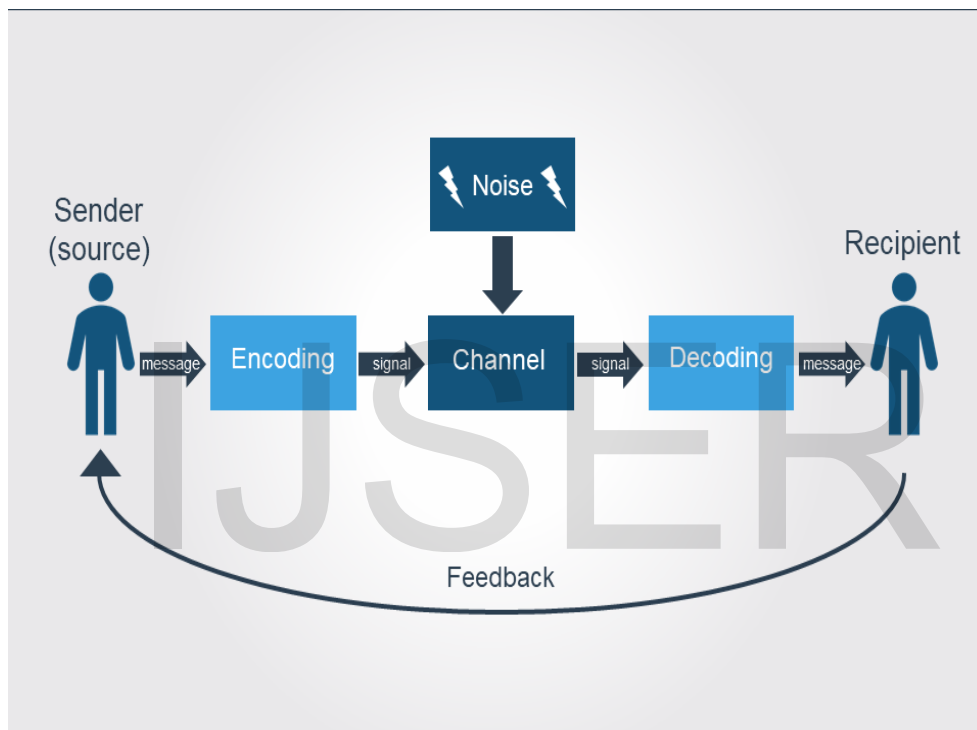


Fig. 1. Shannon and Weaver communication model

Source: <https://www.toolshero.com/communication-skills/communication-cycle-shannon-weaver>

The word “communication”, it is believed, originated from a Latin word “communicare” which means to make common, to share, impart, or transmit. Today,

the idea of 'sharing' is still the core of communication and definition of the term (Coombs and Holladay, 1996). This view is corroborated by Anderson and Rosenfield (1995) when they observed communication as the sharing of information, beliefs, feelings and ideas between people with an expected feedback.

Kwofie (2015) explained that communication is a process; first, there is a sender that is the party that sends a message which is the information to be conveyed. The message needs to be encoded, that is, transforming a thought of the information to be conveyed into a form that can be sent such as words. He indicated that the channel in which communication takes place must be selected and used to communicate the information. This includes speaking, writing, video transmission, audio transmission, electronic transmission through emails, text message, faxes and nonverbal communication such as body language. The receiver must be able to decode the message which means mentally processing the message into understanding. He, again, explained that a feedback is sent from the receiver to the sender to indicate the understanding of the message to complete the communication process. It could therefore safely be inferred from the above that communication is the transfer of information from a sender to a receiver, over a channel, with the receiver understanding the message, and informing the sender of his or her understanding of the message.

Describing communication Bolarinwa and Olorunfemi (2009) opined that it was a form of transaction that involved two or more people that interact within a particular setting, that is, it is the receiving and giving of information for the purpose of enhancing one's life and the life around him. This description of communication was corroborated by Hybels and Weaver (2004) when they indicated that it is a means of sharing information through various means to make a message understood by the recipient.

According to Anderson and Rosenfeld (1995), communication is the sharing or exchange of information, ideas, beliefs and feelings between two or more people with an expected feedback.

Contributing to the importance of communication, Kwofie (2015) indicated that communication links people working in an organisation together to allow for free flow of information among them. He pointed out the need for sending, receiving, interpreting and understanding the nature of communication.

Forms and patterns of Communication

Burton (2006) discussed various ways in which people communicate when he indicated that there were a number of ways in which people communicate depending on the message to be communicated. In this regard, Kwofie (2015) explained the forms of communication as verbal, nonverbal and electronic. He explained that verbal communication involved the transmission of a message by the word of mouth and in writing. Verbal communication, according to him, is categorised into oral and written.

In his submission, whereas oral communication includes face-to-face conversation, speech, telephone conversation, video and radio, written communication involves the use of electronic mails, letters, reports and memos to transmit information from one person another.

Ifidon and Ugwuanyi (2013) give advantages and disadvantages associated with the various forms of communication. In their discussion, they indicated that in written communication the information can be stored and retrieved at a future date. Again, there is the possibility of revising the original message before delivery. It, however, lacked immediate feedback.

Owoeye and Dahunsi (2014) discussed non-verbal communication to a type of communication that does not use words in the message being sent. This involves the exchange of information in the form of gestures and facial expressions. They further discussed Electronic communication as a type of communication that involved the use of technology to send information to the desired destination. Technologies associated with this include television, public address system, telephone, intercom, emails, telex, xerographic machines and many more. According to them, this remains the fastest means of information dissemination. To them, this enables academic libraries to make orders online through the internet and make the necessary follow-ups online by e-mail.

Burton (2006) discussed the patterns in which communication takes place in organisations. These are vertical, horizontal or diagonal. In vertical communication, information flows vertically from the lower to the higher hierarchy of the organisation or vice versa. Horizontal communication takes place when employees of the same

level of the organisation structure communicate among themselves. This assertion is in accordance with a treatise by Abugre (2013) on the desired employee communication patterns in Sub-Saharan Africa these include line managers and supervisors. A study conducted on communication in academic libraries by Casey (2017) revealed that communication flows in departments in libraries as well as between head librarians and their subordinates. These take in the form of horizontal, vertical or diagonal. Therefore, effective communication can be achieved when all employees are encouraged to be involved in both vertical and horizontal directions (Oyadonghan, 2010)

Effective communication and how it can be achieved

In the views of Bolorinwa and Olorunfemi (2009) Communication is described the working relationship between employees responsibilities in a working environment or organisation. According to them in considering ways of improving the work performance of an organisation, good communication network should not be overlooked. This corroborates a similar study conducted by Mautino and Lorenzen (2013) on interdepartmental communication in academic libraries reiterated the importance of effective communication in academic libraries. Elaborating on the role of effective among employees working in an organisation, Kwofie (2015) emphasised that effective communication cannot be ruled out when it comes to management and creation of knowledge.

Again, Kwofie (2015) stated that employees communicate vertically and horizontally; verbally and written, and this speeds up information that makes for knowledge

development. When communication is well structured, it creates openness and trust among employees working in an organisation which eventually leads to high productivity (Sakyi-Baidoo, 2003). Emojorho (2010) explained that internal and external communication done in an effective way impacts positively on productivity.

Miller (2003) concluded in his studies that if the communication process is planned well there will be no hindrance to effective communication, and that will eventually lead to higher productivity as there will be trust among employees working in an organisation. Effective communication focuses on openness and trust between management and employees, resulting in improved employee engagement and productivity. In a cross-cultural environment, building and maintaining rapport for business relationships depends on the effective use of language and understanding different communication styles (Sakyi-Baidoo, 2003).

Emojorho (2010) explained that internal and external communication done in an effective way has a significant impact on an organization's productivity. He pointed out that communication includes marketing, public relations, investor relations, corporate advertising and environmental communication.

Miller (2003) stated that communication is effective if everything in the communication process goes as planned; the receiver understands the message in the way it was intended. Professionally, this allows proper procedures to be executed correctly and on time, increasing productivity and saving money. Personally, it prevents misunderstanding and can enrich the relationship.

Barriers to Effective Communication

Effective communication is affected negatively by a number of factors. As observed by Kemoni (2004) some of these factors are emanated from the sender or receiver or both. McKay, Davis, and Fanning (2003) described stereotyping as one of the root causes of ineffective communication. In their view, in the academic library setting, stereotyping has the potential of influencing library staff to be biased towards library users in the course of discharging their duties.

In his contributing to barriers to effective communication, Kwofie (2015) noted that it includes semantic problems. According to him, this occurs when words, phrases or medium used is above the heads or understanding of those at the receiving end. He talked about the poor listening habit of people not able to listen properly as contributing factor to ineffective communication. He suggested people should learn to tolerate silence, concentrate on the speaker and observe body movements to improve communication.

Another writer, Lin (1997) observed that inferiority complex contributed to effective communication. Since effective communication takes place when library staff have self-confidence as this is important for effective service delivery in libraries. According to him, the disparity in self-confidence between the library staff and the

client in terms of self-confidence is a hindrance to effective communication especially when the library staff is lower in self-confidence. Nwalo (2003) considered low level of education as a factor that affects effective communication. He stressed that in service delivery process it is the question of clarification process that helps in service being well delivered. This means that library staff, in their reference interview process, should take the level of education of their customers into consideration.

Kelly (2000) identified one of the barriers to effective communication as perception. According to him, communication depends on the perception of the people; how they perceive things, like their motives, and intentions. Zhang (2006) enumerates cultural values, beliefs, symbols and behaviours shared by a group of people as a barrier to effective communication. He believes that the way a person was nurtured and socialised influences the way he or she presents messages, and this helped him or her to shape appropriate communication behaviours such as listening, speaking, silence, distance and body language.

Methodology

The study adopted descriptive survey plan to investigate the impact of effective communication on academic library services delivery in Ghana. The sources of information for the study were both primary and secondary. The primary sources consisted of responses obtained from administration of questionnaire, and the secondary sources consisted of textbooks research reports, journal articles, and the internet. The study sampled one hundred and fifty (150) academic library staff from

three (3) public universities in Ghana using purposive and random sampling techniques. The 3 public universities purposively sampled are the University of Ghana (UG), Kwame Nkrumah University of Science and Technology (KNUST) and the University of Cape Coast (UCC). Those 3 universities were chosen because they are among the well-resourced and oldest public universities in Ghana. The simple random sampling technique was, however, used to select respondents in the sampled university libraries. The composition of the respondents was made up of 50 representing 35.46% of 141 UCC main library staff, 50 representing 43.10% of the UG main library staff and 50 representing 86.21% of the KNUST main library. This summed up to 150 respondents for the study. The percentages selected from the respective university libraries, and used for the study, according to Saunders...*et al*, are acceptable to be used to generalise for the whole population.

In selecting the subjects for the study, a representative in each of the selected university libraries was appointed to administer the questionnaires to the staff as they reported for duty until the required number was met.

All 150 sets of questionnaires were administered to the respondents. In all 148 questionnaires were completed and returned within two weeks, representing almost 99% response rate; Data obtained from responses to the questionnaire was analysed using Statistical Package for Social Sciences (SPSS) as this regarded as very suitable software for social research of this nature. The results of the study were displayed using simple descriptive tools including frequency tables, percentages, and bar graphs.

Presentation and Analysis of Data

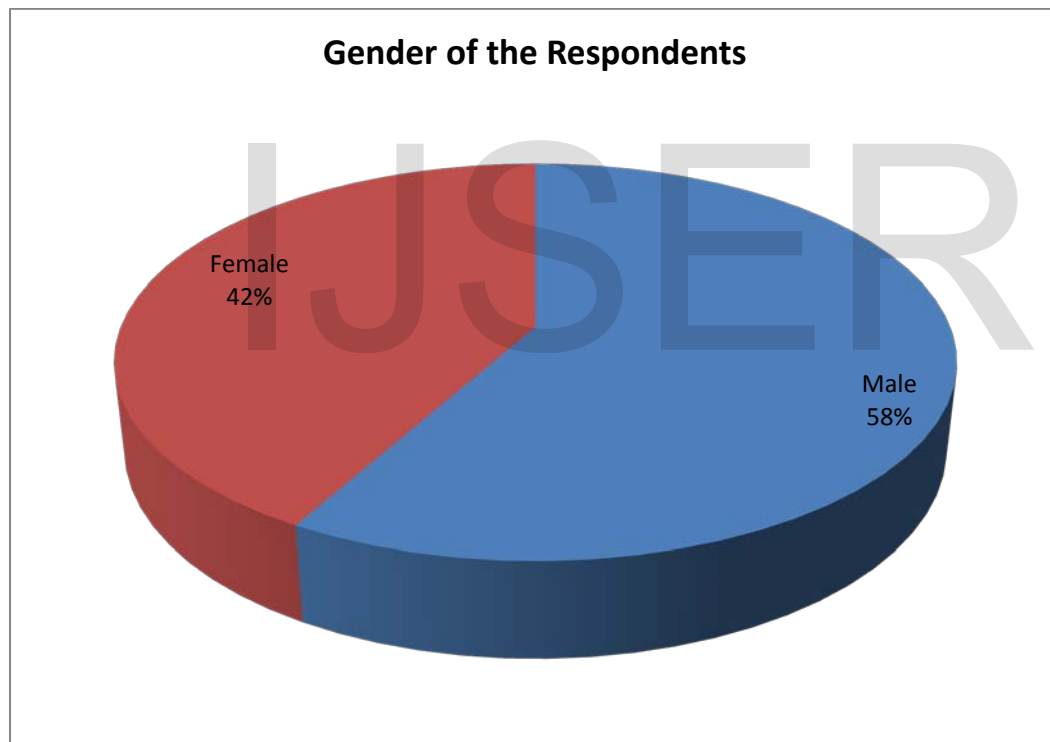


Fig. 2 Pie Chart on the Gender of the respondents

Source: Field Data Analysis, 2018

From figure 2, it can be observed that the majority of the respondents (58.0%) were Males, while 42.0% of the respondents were Females.

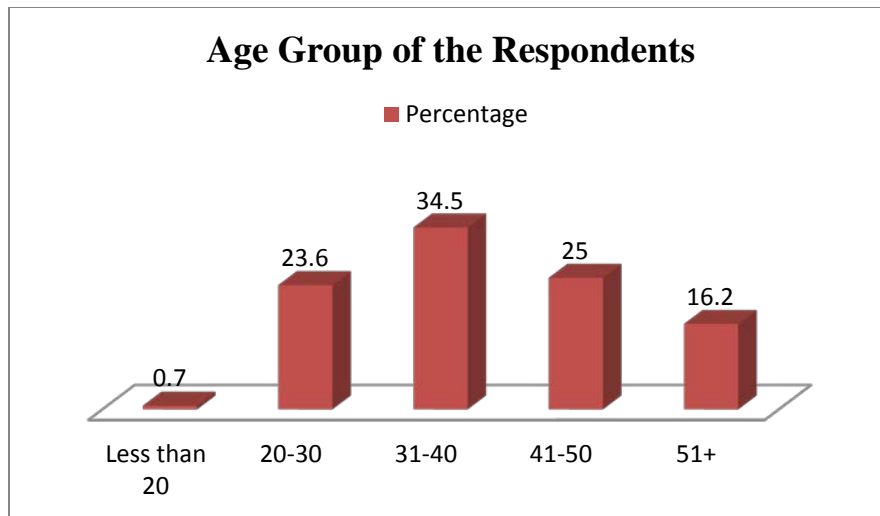


Fig. 3 Bar Chart on the Age Group of the respondents
Source: Field Data Analysis, 2018

As Figure 3, it was observed that majority of the respondents were between the age group of 31-40 years. About 25.0% and 23.6% of the respondents were also between the ages of 41-50 years and 20-30 years respectively. Only 16.2% of the respondents were above 51 years.

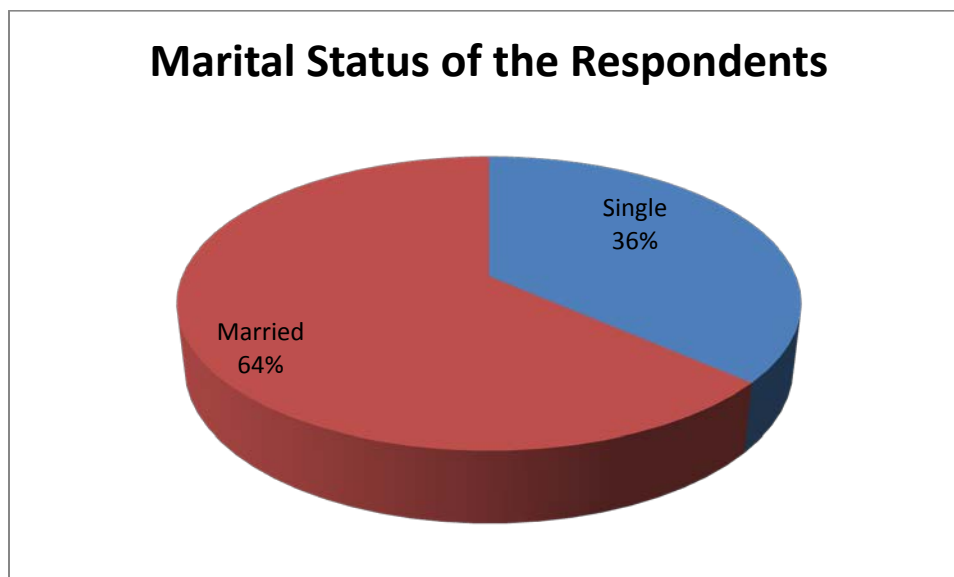


Fig. 4 Pie Chart On The Marital Status of the Respondents.

Source: Field Data Analysis, 2018

In Figure 4, it was shown that about 63.5% of the respondents were married whiles about 36.5% of the respondents were single.

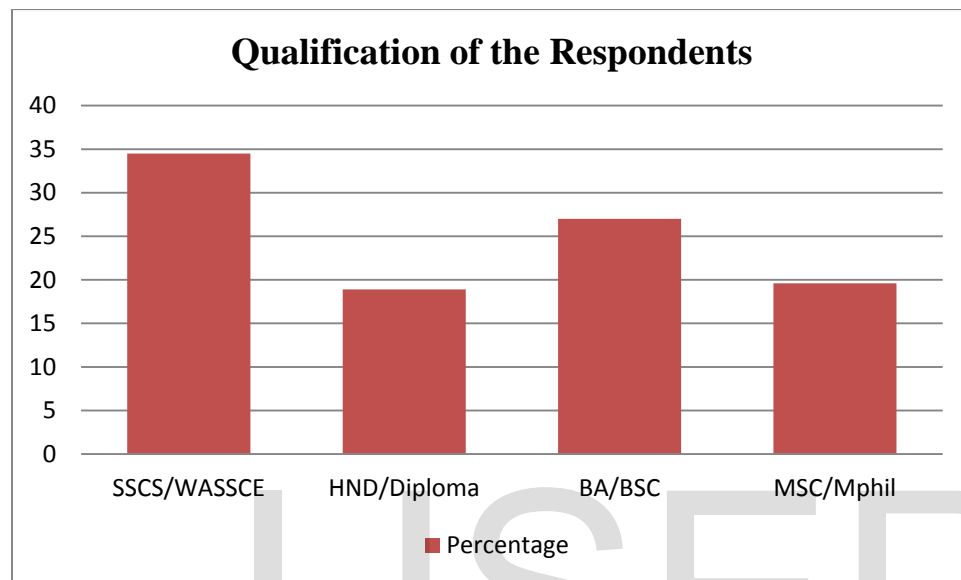


Fig. 5 Bar chart on Qualification of the Respondents
Source: Field Data Analysis, 2018

From Figure 5, it was revealed that majority of the respondents (34.5%) were holding SSSCE/WASSCE Certificate. Only 27.0% of the respondents are BA/BSC holders whiles about 19.6% of the respondents were MSC/MPhil holders.

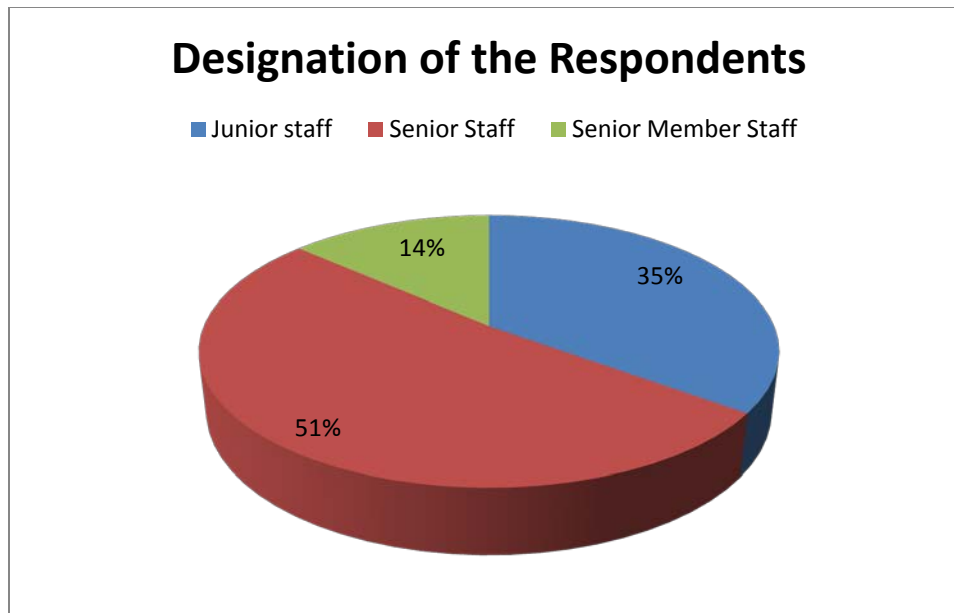


Fig. 6 Pie chart on Designation of the Respondents
Source: Field Data Analysis, 2018

In figure 6, it can be observed that about 51.4% of the respondents are Senior Staff. In addition, only 35.1% and 13.5% of the respondents were also Junior Staff and senior member staff respectively.

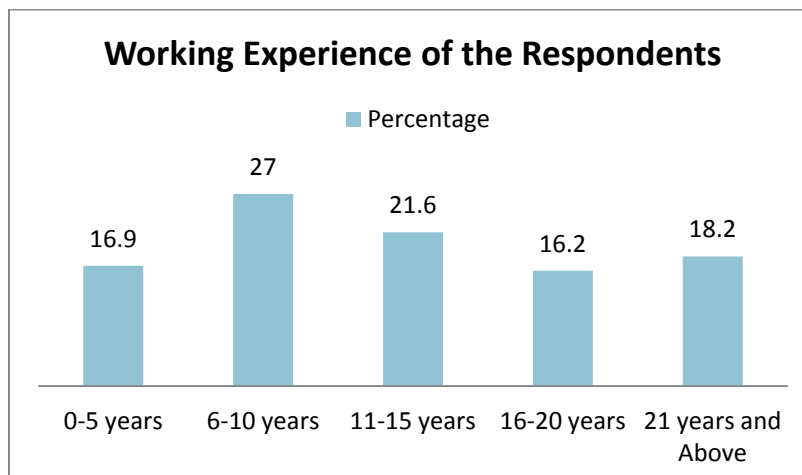


Fig. 7 Bar Chart on Working Experience of the Respondents
Source: Field Data Analysis, 2018

From the Figure 7, it was observed that majority of the respondents have worked for 6-10 years. About 21.6% of the respondents have worked for 11-15 years. In addition, about 18.2% of the respondents have worked for 21 years and above. Finally, about 16.9% and 16.2% of the respondents have worked for 16-20 years and 0-5 years respectively.

Table 4.1 Descriptive Statistics on Forms of Communication

Variables	Frequency (Percentage)				
	SD	D	N	A	SA
Oral Communication is daily used in your library	3(2.0)	7(4.7)	10(6.8)	65(43.9)	63(42.6)
Memorandum is used to pass information in your library	7(4.7)	15(10.1)	34(23.0)	76(51.4)	16(10.8)
Circulars are often used to send short messages for circulation in your information	1(0.7)	11(7.4)	22(14.9)	85(57.4)	29(19.6)
Bulletin boards are often used to inform staff about the activities of the library	8(5.4)	20(13.5)	24(16.2)	70(47.3)	25(16.9)
Telephones are used to communicate with your library	9(6.1)	33(22.3)	22(14.9)	63(42.6)	21(14.2)
Intercom is used to pass information in the library	22(14.9)	28(18.9)	29(19.6)	49(33.1)	20(13.5)
E-mail is often used to communicate among library staff.	15(10.1)	33(22.3)	22(14.9)	59(39.2)	20(13.5)
Social network such as facebook, twitter, and library 2.0 is used to communicate in your library	32(21.6)	26(17.6)	44(29.7)	38(25.7)	8(5.4)
Non-verbal communication method such as gesture, nodding, blinking of the eyes touching, pinching are often used in the library	63(42.6)	39(26.4)	27(18.2)	17(11.5)	2(1.4)

*SD-Strongly Disagree, **D-Disagree, ***N-Neutral. ****A-Agree, *****SA-Strongly Agree.

Source: Field Data Analysis, 2018

From the Table 4.1 is a descriptive statistics on forms of communications in the library and it was revealed that about 43.9% and 42.6% of the respondents agreed and strongly agreed that oral communications are daily used in the library respectively. About 51.4% of the respondents also agreed that memorandum is used to pass information in the library. In addition, 57.4% and 47.3% of the respondents also

agreed that circulars are often used to send short messages for circulation of information and bulletin board are often used to inform staff about the activities of the library. Also, 42.6% of the respondents agree that telephones are used to pass information in the library. Moreover, 33.1% of the respondents agree that intercom is used to pass information in the library. About 39.2% and 54.7% of the respondents agree that E-mail and social media networks such as Facebook and Twitter are used to communicate in the library respectively. Finally, 42.6% strongly disagree that non-verbal communication method such as gesture, nodding, blinking of the eyes touching pinching are not often used in the library.

Table 4.2 Descriptive Statistics on Patterns of Communication in the Library

Variables	Frequency (Percentage)				
	SD	D	N	A	SA
Information flow from the University librarian down through the hierarchy in the library	6(4.1)	9(6.1)	15(10.1)	75(50.7)	43(29.1)
Information flow from the lower staff to the management of the library	11(7.4)	31(20.9)	41(27.7)	53(35.8)	12(8.1)
Ideas of Senior Staff are taken into consideration in decision making in the library	10(6.8)	15(10.1)	48(32.4)	63(42.8)	12(8.1)
The library management often listen to the Junior Staff in decision making in matters affecting them	23(15.5)	30(20.3)	35(23.6)	54(36.5)	6(4.1)
The management of the library does not consult anybody	22(14.9)	53(35.8)	38(25.7)	22(14.9)	13(8.8)
I can communicate freely with my boss in matters concerning my job	12(8.1)	7(4.7)	14(9.5)	84(56.8)	31(20.9)
Policies and Programmes only flow from top to bottom in the library	7(4.7)	12(8.1)	28(18.9)	68(45.9)	33(22.3)

*SD-Strongly Disagree, **D-Disagree, ***N-Neutral, ****A-Agree, *****SA-Strongly Agree.

Source: Field Data Analysis, 2018

Table 4.2 is a descriptive statistics on the pattern of communication in the library and it was observed that about 50.7% of the respondents agree that information flow from the University librarian down through the hierarchy in the library. Meanwhile, only 35.8% of the respondents also agree that information flow from the lower staff to the management of the library. In respect to ideas of Senior Staff taken into consideration in decision making and library management often listen to the Junior Staff in decision making, respondents also agree, which constitute about 42.8% and 36.5% respectively. Finally, about 56.8% and 45.9% of the respondents agree that they communicate freely with my boss in matters concerning my job and Policies and Programmes only flow from top to bottom in the library

Table 4.3 Descriptive Statistics on Impact of Communication on Library Service Delivery

Variables	Frequency (Percentage)				
	SD	D	N	A	SA
Effective and Efficient communication ensure high Productivity	1(0.7)	1(0.7)	12(8.1)	57(38.5)	77(52.0)
It improves employee commitment	1(0.7)	2(1.4)	7(4.7)	75(50.7)	63(42.6)
Effective communication reduces conflict among staff	1(0.7)	3(2.0)	7(4.7)	73(49.3)	64(43.2)
Effective communication enables subordinate to become involved in their work	1(0.7)	-	11(7.4)	79(53.4)	57(38.5)
It enables staff members to receive information easily and they are free to express their grievances	1(0.7)	2(1.4)	10(6.8)	77(52.0)	58(39.2)
It encourages team spirit among staff	4(2.7)	1(0.7)	8(5.4)	71(48.0)	64(43.2)
Reduces frustration among staff	3(2.0)	7(4.7)	12(8.1)	81(54.7)	45(30.4)

*SD-Strongly Disagree, **D-Disagree, ***N-Neutral. ****A-Agree, *****SA-Strongly Agree.

Source: Field Data Analysis, 2018

From the table 4.3, it was revealed that about 52.0% of the respondents strongly agreed that effective and efficient communication ensure high productivity. Also, about 50.7%, 49.3% and 53.4% of the respondents agreed that proper communication improves employee commitment, effective communication reduces conflict among staff and effective communication enables subordinate to become involved in their work respectively. In addition, about 52.0% of the respondents also agree that library communications enable staff members to receive information easily and they are free to express their grievances. Finally, about 48.0% and 54.7% of the respondents agree that effective and efficient communication encourages team spirit among staff and reduces frustration among staff respectively.

Table 4.4 Descriptive Statistics on Challenges to Effective Communication on the Library

Variables	Frequency (Percentage)				
	SD	D	N	A	SA
Inferiority Complex	5(3.4)	24(16.2)	38(25.7)	65(43.9)	16(10.8)
Lack of trust among staff	4(2.7)	18(12.2)	32(21.6)	71(48.0)	23(15.5)
Fear of reprisal for honest communication	2(1.4)	23(15.5)	42(28.4)	64(43.2)	17(11.5)
Slow internet connection	6(4.1)	34(23.0)	43(29.1)	44(29.7)	21(14.2)
Poor Educational background of staff	12(8.1)	62(41.9)	31(20.9)	32(21.6)	11(7.4)
There is rivalry among staff in the library	11(7.4)	46(31.1)	34(23.0)	48(32.4)	9(6.1)
Faulty Translation of Messages	8(5.4)	35(23.6)	39(26.4)	56(37.8)	10(6.8)
Lack of Communication Skills	5(3.4)	38(25.7)	28(18.9)	61(41.2)	16(10.8)
Poor Expression	8(5.4)	39(26.4)	36(24.3)	55(37.2)	10(6.8)
Closed Communication Climate	6(4.1)	33(22.3)	49(33.1)	44(29.7)	16(10.8)

*SD-Strongly Disagree, **D-Disagree, ***N-Neutral. ****A-Agree, *****SA-Strongly Agree.

Source: Field Data Analysis, 2018

In Table 4.4 above is descriptive statistics on challenges to effective communication on the library. There was evidence that about 43.9%, 48.0% and 43.2% of the respondents agree that Inferiority Complex, Lack of trust among staff and Fear of reprisal for honest communication respectively are some of the challenges they encountered to effective communication on the library. Furthermore, about 29.7% of the respondents agree that slow internet connection is also a challenge to effective communication. About 41.9% of the respondents disagree that poor educational background of staff is not their challenge to effective communication. About 32.4%, 37.8% and 41.2% of the respondents agree that there is rivalry among staff in the library, faulty translation of messages and lack of communication skills respectively are also some of their challenges to effective communication on the library. Finally, about 37.2 and 29.7% of the respondents agree that poor expression and closed communication climate are also challenges to effective communication on the library.

Summary of the Findings

Respondents' Demographic Data

From the demographic characteristics of the study, it was revealed that respondents held the requisite educational qualifications and the knowledge to provide adequate responses to the study. They were also shown to have the necessary diversity to make the study findings representative of the various library set-ups and operations.

Forms of Communication

By considering the forms of communication, the oral communication was mostly used since the level of agreement was highly responded to, followed by circulars, to the memorandum, then by telephone and then e-mail. The one which was less used was non-verbal (such as gestures, nodding, touching, pinching etc) since the disagreement level was high. This means that oral communication was mostly used in the libraries and non-verbal communication such as gestures, nodding etc was less used as a form of communication at the libraries. This finding is in line with (Ifidon and Ugwuanyi, 2013; Kwofie, 2015; Casey, 2017) studies which revealed that various forms of communication academic existed in academic libraries and identified both verbal and non-verbal and written and oral communication among others. Again oral communication is also seen by Itodo (2007) as very vital as it is the most preferred medium to transmit information expressively and minimizes misunderstanding.

The patterns of communication in the library

From the analysis, it was evident that information flow from the librarian through to the hierarchy in the library was much-given attention as compared to the others, and management does not consult staff in decision making was less challenge in the library. This finding confirms a similar study conducted by Owioye and Dahunsi (2014) which revealed that usually information flow from university librarians down the hierarchy and that staff inputs are solicited by management in the decision-making process. Burton (2006) argues that communication can be horizontal, vertical or

diagonal. However, free flow of information among library staff should not be ignored since no organization can function effectively and efficiently without the flow of information. Head librarians cannot plan, direct, co-ordinate nor motivate their staff members. Therefore, effective communication can be achieved when all employees are encouraged to be involved in both vertical and horizontal directions (Oyadonghan, 2010)

Impact of Communication on Library Service Delivery

From the analysis, all the various variables under the “impact of communication on library service delivery” had much significant on the service delivery since the level of agreement was highly responded to. However, respondents strongly agree that effective and efficient communication ensure high productivity among employees. Studies conducted by Kwofie, (2015) and Emojorho, (2015) are in accordance with the above finding of the study. They argue that when information is effectively communicated in an organization like academic libraries, it has positive impacts on productivity. Again one of the vital ingredients for organizational success is effective communication as it enhances productivity among employees (Mautino, & Lorenzen, 2013; Dwumah, Akuoku & Ofori-Dua, 2015).

Challenges to Effective Communication on the Library

From the data analyzed, there was evidence that inferiority complex and lack of trust among staff, fear of reprisal for honest communication, and lack of communication skills the most cogent challenges faced by the sampled academic libraries in Ghana. These attest to earlier findings by Lin, (1997), Kelly, (2000), Makay, Davis and Fanning (2003), and Kwofie, (2015). Other challenges were rivalry among staff in the library, slow internet connection, faulty translation of messages, lack of communication skills and closed communication climate are also challenges.

However, the study didn't find poor educational background as a challenge, unlike Nwalo (2003) findings which endorsed it.

Conclusion and Recommendations

The study sought found out the impact of effective communication on academic library service delivery. The study concluded that, various forms and patterns of communication that exist in academic libraries in Ghana. And that, for the library to render effective and quality services there is the need for effective communication at all levels in the library. In spite of the positive impact of effective communication on library services, yet there are serious factors that militate against its success. The study, therefore, recommends the following:

- Academic libraries should put in place communication policies that adapt verbal and non-verbal, and in both vertical and horizontal directions to ensure the free flow of information among library staff

- A need assessment should be conducted periodically by these libraries to identify the communication deficiencies with the aim of addressing such deficiencies among library staff with the right strategies for enhancing communication pathways
- Capacity building workshops/training should be organized regularly for staff at all levels to increase awareness of the need for effective communication and to enhance their communication skills.
- In the era of the knowledge-based global economy, it is recommended that librarians and other library staff should take advantage of emails, telephones and other web 2.0 technologies to enhance communication at their various workplaces.

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