

ENHANCING INTERPERSONAL COMMUNICATION SKILLS FOR EFFECTIVE REFERENCE SERVICE DELIVERY IN ACADEMIC LIBRARIES

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Abstract

Academic libraries serve as the bedrock of knowledge and research in higher institutions of learning. They directly and indirectly contribute to the achievement of any institution's academic mission and equipping the members of the institution's community with information and knowledge needed for the achievement of academic and research excellence. Reference service is one of the essential services of the academic library. Hence, reference librarians are intermediary between the library collections and the library users. Therefore, for effective and efficient reference service to thrive, reference librarians must be able to communicate effectively on interpersonal basis. This paper provides a brief background on the concept of academic libraries, reference services and interpersonal communication skills. The major issues discussed in the paper includes: types and function of reference services, general categorization of reference and information services, interpersonal communication skills needed by reference librarians for effective reference service delivery, the need for interpersonal communication skills for effective reference delivery, barriers to effective use of interpersonal communication by reference librarians in academic libraries and ways of enhancing interpersonal communication skills for effective reference service delivery. To enhance effective reference and information service delivery, the paper recommends that reference librarians must demonstrate a high level of dexterity in interpersonal communication between them and their clientele. They should also demonstrate adequate confidence while conducting reference interview and avoid stereotype, and inferiority complex should be avoided.

Introduction

Academic libraries are an important part of higher education institutions and usually serve two complementary purposes: to support the curriculum and to support faculty and student research. Hence, they serve as the bedrock of knowledge and research in higher institutions of learning.

The academic library will continue to fulfill its role as the heart of the university, despite technological advancements. This is because, academic libraries contribute directly to the achievement of an institution's academic mission, and equipping the students and

members of the institution's community with information services and knowledge they need so as to achieve academic and research excellence and to maximize their employability. Reference service is one of the essential services of the academic library.

According to Ohio Library Council, (2005), reference service involves the personal assistance given to the users to enable them meet their needs. According to (ALA RUSA, 2008), reference service includes reference transactions and other activities that involve the creation, management, and assessment of information

or research resources, tools and services. Esharenana, (2008) sees reference section as that section of library which provides a variety of services and performs functions necessary to assist the users including provision of information service on demand, and in providing institution in the use of library, selected of documents and organization of reference materials. Reference and information services are central tasks of any standard library and information centre. According to Scott (2007), a reference service unit of an academic library is where a professional librarian provides library users with direction on how to make use of library materials, advise on library collection and services and expertise on multiple kinds of information from multiple sources. The reference process starts with presentation and receiving of reference questions, which consist of sentences, phrases or words posed by a patron to the reference librarian asking for information or assistance in order to meet the need.

Therefore, the reference librarians are intermediary between the library collections and the library users. They are trained information professionals that provide reference service who possess a wide range of intellectual interest, desire to assist the patrons, flair for organizing documents, ability to search literature and adequate knowledge of the library and external resources. For effective and efficient reference service to thrive, reference librarians must be able to communicate effectively on interpersonal basis.

Communication is the process of sharing ideas, feelings, thoughts and messages with others (Ojomo, 2014). Rothwell (2014) sees communication as a transactional process of sharing meaning with others. Interpersonal communication involves sending and receiving of messages

between two or more people. DeFleur and Dennis (2012) conceptualize interpersonal communication as a process of using language and non-verbal cues to send and receive messages between individuals that are intended to arouse particular kinds of meaning. Interpersonal communication can be media mediated or take place face-to-face between the librarian and the library user. Media mediation in reference service has been branded as mediated communication. Mediated communication is viewed as a situation where a technological medium is employed into face-to-face interaction.

An effective interpersonal communication enhances the quality of services rendered to clients by the reference librarian. Effective interpersonal communication between reference librarian and library patrons is one of the most important elements for improving user satisfaction (Ojomo, 2014). Poor communication is a great source of frustration in any organization, let alone academic libraries are to survive the present global organizational competitiveness and be able to make an indelible impact on their clientele, their workers must have good understanding of the indispensable need for communication proficiency and effectiveness. This is because much of what the library workers do, on daily basis to accomplish their tasks and maintain balance, is communicating at all levels.

Types and Functions of Reference Services

The goals of library's reference service are to connect library users with the best available library and information resources for their research needs, and to achieve the connection between the library and users in most effective manner. According to Dr. S. R. Ranganathan, reference service's it's nature may be categorized as two different types:

- i. Ready reference service;
- ii. Long-range reference service.

i) Ready Reference Service: Ready reference services are of the nature of fact finding types that can be finished in a very short time – in a moment if possible. The librarian generally uses reference book for providing such kind of services. The need of ready reference services arises from the fact of the complex nature of a reference book, its artificiality, and arrangement of information. The eminent person, foreign dignitaries or scholars generally approach for such type of services. Sometimes, some regular customers also need the fact finding reference service because of shortage of time on their part.

ii) Long Range Reference Service: The long range reference service is based on consulting every possible source of information to arrive at the required information. As such, it is not possible to render this type of service immediately. The time needed may range from half an hour to weeks. The search in the long range reference service starts at the reference books and then goes to the ordinary books, pamphlets, reports, articles in periodicals, etc. If the information is not available in the library then, the search can even go to other local libraries and occasionally to the other libraries in the country. The long range reference service provided today can become the ready reference service tomorrow, as by this time, the reference librarian would be able to locate the material quickly from his past experience. Slowly, the scope of long range reference service started expanding. Now bibliographical service, referral service, translation service, etc are considered long range reference services.

Considering the scope of reference services, James I Wyer proposed three theories of reference service i.e conservative, moderate

and liberal. Samuel Rothstein called them minimum, middling, and maximum.

i) Conservative: It includes giving occasional personal assistance to the inexperienced and bewildered reader. It limits the help to pointing the way only and so it is traditional in nature.

ii) Moderate: The moderate reference service goes beyond providing mere instruction to actually helping the reader in using the book or finding the document and facts, etc.

iii) Liberal: It includes the provision of the full and direct supply of reliable information to the readers.

b) Edward B. Reeve's Categories: Edward B. Reeve and others have categorized the activities of reference staff into the following five categories on the basis of related functions.

i) Instructional Activities: These are characterized by explicit teaching function.

ii) Skill Maintenance Activities: These are related to up-dating the knowledge of reference tools.

iii) Patron Service Activities: This deals with providing information to the users of the reference service.

iv) Maintenance Activities: These are housekeeping activities.

v) Surrogate Activities: These are those activities which the reference staff performs on behalf of the other departments/sections of the library.

General Categorization of Reference and Information Services

The focal point of reference service is answering questions posed by the library user. Based on the activities that are performed to meet the user demand, the reference and information services can be categorized as follows:

a) Instructional: Instruction in using the library and library resources (bibliography, encyclopedia, OPAC), assisting the end user

to locate the appropriate material within and outside the library, etc. are the important functions associated with the reference and information services of a library. Questions that range from as simple as "Where are the bound volume?" or "Where is the catalog?" to research questions that may take hours or even days to properly answer are to be dealt with in this section.

b) Referral Service: It directs enquirers to a source of information which may be an organization or an individual expert. Generally, when a library or information centre does not have the material and cannot obtain it from the sources but it knows the exact location of the document / information, then it can refer the user to the sources of information.

c) Information Scouting: Information scouting service consists of keeping abreast of who has what information and where. Then, it can refer the request to the appropriate person and place in the organization or outside it or both. Information scouting is an extended form of referral service.

d) Citation Verification Service: Citation Verification Service is intended to verify the citations/references and authentication of bibliographical details of books, articles, reports, theses and other published materials obtained from sources other than the authoritative indexing and abstracting services offered by reputed publishers and licensed database producers. The library patrons need this type of service for the preparation of assignments, dissertations, theses, and project proposals.

e) Literature Search/Bibliographical Survey: Literature search may be defined as a systematic search for literature in any form on a particular topic. It forms the very first step of a research pursuit. Otherwise, if a research work is duplicated, the valuable time, money and labour of the researcher would be wasted. The literature search is

also needed to present the latest available facts in writing articles or topic on any theme. Special library and information centres generally provide literature search facilities to its patrons on demand. Later, the result of the literature search is circulated to the enquirers. A sub type of this service is also known as Database Search Service (DBSS), which intends to obtain information critical to the proposed or ongoing dissertations, theses, post-doctoral research and other project work by consulting different online and offline data base.

f) Preparation of Bibliographies, Indexes and Abstracts on Certain Minute Subject:

If demands come from the research scholar or a research team member of the parent organization, the library prepares the bibliographies, indexes and abstracts for him/her to meet the demand. It offers the bibliographies or reading lists on diverse topics relevant to the proposed or ongoing dissertation work, doctoral and post-doctoral research. The compilation of bibliographies is the end product of a literature search. From the bibliographies, the users can find out all the materials on a given subject at a time. It helps the user in selecting the required information by saving time.

h) Interlibrary Loan Request: Interlibrary Loan (ILL) is a cooperative activity and a narrower form of interlibrary loan service. In theory, it is capable of expanding the walls of the library to encompass all the world's library collections. The ILL concept is expanded by UNESCO's Universal Availability Publications Program (often called UAP). UAP has the goal of making any publication available to any person anywhere in the world. ILL has practical limits that make its scope smaller but still its potential of expanding customers' access to other libraries' collections is great. The material obtained from ILL may be delivered through different means and avenue (physically, making photocopy or

printing, scanning) based on the need of the user.

i) Consultancy Service: Consultant can be defined as “an expert who gives professional advice usually on payment basis” and consultancy can be defined as “an organization that provides professional or organization expert advice on payment basis”. In the industrial sector, the consultants play a vital role by providing information and advice on production, export, import etc. “Information Consultant” is a term used for those persons or firms involved in various activities including library or information centre design, database design, records management, hardware & software selection & training, etc. The library and information science professionals can effectively discharge their duties as information consultants for various organizations as well as individuals but to perform this duty, they should have vast practical experience and in-depth subject knowledge. In this connection, the following points are to be noted:

Interpersonal Communication Skills Needed by Reference Librarians for Effective Reference Service

Interpersonal communication skills are set of abilities, attitudes and values that enable reference librarians to work efficiently, be good communicators and survive in the new world of work (Haddow. 2013). These skills are further described as the basic tools for creating and nurturing an environment of mutual respect and trust. It is also noted that, a major component of reference work involves direct service to and interaction with patrons. Reference librarians should be appropriately trained to interact effectively with a variety of clientele and should possess skills such as approachability, showing interest as well as verbal and non-verbal cues. As observed by Saunders (2012), interpersonal

communication skills, as well as the ability to build relationships through active listening and inquiring, is essential when offering a reference service. Saunders also noted that, as reference services move online, interpersonal and communication skills are very important since librarians are communicating with patrons in many different ways and often without the support of non-verbal cues.

Muddapur and Agadi (2017) noted that interpersonal skills for library professionals especially in the reference section of any library is all about possessing effective listening, writing, presentation, decision making, problem solving and leadership skills to create friendly environment for library users, create and promote a positive image and good will for the library and enhance information service delivery. They stated that reference librarians are the most friendly, lively, self-controlled library staff and also have nice sense of humor.

Kolle and Parmeshwar (2014) identified ten vital interpersonal skills that reference librarians should possess which include the following:

1. ability to work with people
2. possess social poise, self-assurance and confidence
3. consideration for others; tolerant and patient
4. exhibit self-control; be tactful
5. able to make decisions
6. maintain high standards of professionalism
7. honest and objective
8. organize time and priorities
9. be persuasive and create enthusiasm
10. have a high concern for communication

Shir (2011) also maintained that reference librarians need to be: Friendly, maintain enthusiasm, good personality, more helpful when dealing with users, able to

remain calm and polite under stress, accurate, quick and efficient, able to work on their own and self-motivated. Shir explained that reference librarians always maintain eye contact with users, good facial expression, body language, personal requirements and room geography (dress, office space, etc) in the effective provision of their services.

Furthermore, Kumar and Hitu (2014) identify and discuss four major interpersonal communication skills that reference librarians must possess if they must succeed in effective delivery of reference services which are:

1. Thinking: Thinking as being a interpersonal communication skill is imperative for reference librarians. Having a clear idea of symbolic internal reality you want to convey to another person or group of people is the beginning of effective communication. Reference librarians must be able to think critically on the best methods or ways communicating to satisfy the desperation and curiosity of library users.

2. Listening: Effective listening skills allow reference librarians to enter the reality of the patrons and help to understand what their information needs are, so as to be able to provide information to satisfy their needs.

3. Speaking: The third communication skill that leads to effective communication involves the selection of words and the voice tones that reference librarians use during face-to-face interaction. Reference librarians must be able to speak well if they must improve the quality of library patronage.

4. Nonverbal interpersonal communication: Non-verbal interpersonal communication is the communication skill that usually receives little thought because it happens automatically. We actually learn to communicate nonverbally at a very young age (a baby crying) and are able to

communicate quite effectively using only non-verbal communication. It is more detailed information about nonverbal communication. Reference librarians should be able to interact with patrons using body language which includes; gesture, nodding, blinking of the eyes, touching, pinching, etc.

Furthermore, Saunder (2013) studied the core reference competencies from an employers' perspective in the United States. She noted that, reference librarians must possess a very high level of interpersonal skills to be able to interact with diverse patrons. She identified five of the interpersonal skills possessed by most reference librarians to include; verbal communication skills, listening skill, approachability, and adaptability/flexibility. These five are closely followed by other skills such as written communication skills and sense of humor. Hence, the ability to interact and communicate with a wide range of patrons is essential for successful reference librarians.

Hartzell (2013) tends to agree on a number of core areas in which competency is essential for effective interpersonal interactions for reference librarians. These include the following: self-awareness, effective listening, questioning, helping or facilitating, reflecting, assertiveness, non-verbal communications,

The Need for Interpersonal Communication Skills for Effective Reference Service Delivery

One of the major ways through which these duties or functions can be performed effectively is through interpersonal communication between the reference librarian and the library user. Reference librarians engage in person-to-person services. They interact with library patrons and interview them to be able to articulate their information needs clearly. They must possess conversational skills which, according to Katz (2012), is the ability to talk to all types of people, to find

out what they need. The ability to communicate effectively on an interpersonal level will go a long way in ensuring that, they meet the demands of the clientele and also gain their confidence. Rothwell (2014) notes that, communication skills are critical to landing a job, receiving a promotion and performing effectively in the workplace. Skill in interpersonal communication is one of the factors that distinguish a reference librarian. In general, interpersonal communication serves as a process of establishing relationship. It connects people and their social activities and providing a manner consistent with a bond. In this, it connects people closer to each other who sometimes seem to be away from each other.

Owoeye and Dahunsi (2014) note that interpersonal communication plays an important role in carrying out various activities that are geared towards meeting the information needs of users especially in the reference service section of an academic library. They emphasize the fact that reference librarians in most academic libraries possess oral communication skills, written communication skill and non-verbal communication skill which has enhanced library patronage and the promotion of the good image of the library.

Barriers to Effective Use of Interpersonal Communication by Reference Librarians in Academic Libraries

There are several factors that affect the communication process. Edom (2013) observes that some of these factors have to do with the sender of messages, others with the receiver or both the sender and receiver. In reference services also, there are some barriers to effective communication. These barriers are as highlighted here under:

Inferiority complex: Self-confidence is important for effective delivery of reference services. Lack of self-confidence makes it difficult for reference librarians to handle

difficult questions from supposedly highly knowledgeable clients which in turn make them feel inferior to these groups of users. Inferiority complex arises as a result of low self-esteem. Magi and Mardeusz, (2013) describe it as an abnormal or pathological state which, due to the tendency of the complex to draw unrelated ideas into itself, leads the individual to deprecate him- or herself to become unduly sensitive, to be too eager for praise and flattery, and to adopt a derogatory attitude towards others. This can affect communication between the reference librarian and the client. A reference librarian who has low self- esteem may perceive the client to have higher qualifications and superior knowledge. A reference librarian who lacks social skills and is withdrawn will not be able to tease out questions from clients and cannot help them to articulate their information needs. This makes the librarian want to quickly dispatch the client to avoid further queries.

Stereotype: Reference service is about relationship. Stereotyping makes one presumptuous about certain persons, cultures, languages, belief systems. It involves making assumptions about individuals or groups, usually as a result of information that may or may not be true. Magi and Mardeusz, (2013) describe stereotyping as a shortcut to forming impression of others. Stereotypes in reference services introduce background noise and interference in communication which make decoding of queries posed by stereotyped patrons nearly impossible, because the reference librarian has a bias towards such an individual or group. This will adversely affect the quality of reference service such persons would have enjoyed.

Frustration due to poor working conditions: This is another factor that constitutes a barrier to communication in reference services. If reference librarians are not happy with the system they work for, are

not well-motivated, and work without commensurate remuneration, there is a tendency to take it out on clients through transferred aggression. Such librarians might not be attentive to the demands of clients, which may be done deliberately to frustrate the system. The initial verbal and non-verbal responses of the librarian will influence the depth and level of the interaction between the librarian and the patron (Katz, 2012). A reference librarian who is frustrated will not be interested in any conversation, not to talk of trying to understand and meet the information needs of clients.

Etiquette and decorum: There are acceptable norms, standards, and official language in relating to others, especially in a corporate setting. These standards enable one to show courtesy and mutual respect for others. Showing respect toward patrons allows them to feel honored and eager to visit the library again. A reference librarian, who lacks finesse in language, lacks decorum and good disposition towards the clientele, and whose gestures are demeaning, may not be able to retain users. Patrons will feel ridiculed, and resolve to avoid the reference desk or even locate someone else who will assist them in meeting their information needs.

Boundaries in relationship: There should be a clear-cut demarcation between formal and informal relationships in rendering reference services. Reference librarians should be able to create boundaries in relating with clients not taking undue advantage of them or attempting to project their private needs in an official relationship. Unsolicited comments by the reference librarian should be avoided in order not to send wrong signals that have the ability to irritate the clientele and discourage them from seeking help when information is needed.

Low level of education: Nwalo, (2010) opines that one major step in the reference

process is the question clarification process. For reference services to be well delivered, reference librarians must be able to interact at the level of their clientele and answer queries. They must build enough capacity to be able to sustain a high level of communication with clients. Low level of education manifests in diverse ways which include but not limited to lack of capacity to understand user needs and wrong feedbacks as a result of inability to comprehend user requests. It also affects all the other barriers listed above.

A breakdown of effective interpersonal communication in reference service delivery may also occur when either the sender or the receiver of the message is in a state of ill health. In such a situation, the sender may send incorrect messages, or the receiver may find it hard to effectively decode the message. In agreement to this fact, Iwundu and Aniago (2010) observe that, the effectiveness of any communication depends on the state of the health of both the sender and the receiver. In other words, ill health may corrupt communication and render it incomprehensible.

According to Iwundu, and Aniago (2010), effective interpersonal communication may be affected by noise. Here, noise is taken to be anything in the sender, the medium of communication, or the receiver that disturbs the efficient flow of communication in libraries. Noise, when speaking of interference, does not mean sound. In this sense, Sethi and Seth (2009) define noise as anything that interferes with the transmission and understanding of a message. They list such things as speech impairment, poor telephone connections, illegible handwriting, inaccurate statistics in a memo or report, poor hearing or eyesight, and physical distance between sender and receiver as noise, in that, they hinder effective communication.

Another hindrance to effective interpersonal communication in reference services is snap judgments. Snap judgment occurs when a reference librarian draws conclusion hastily or without enough evidence. This can occur when a user's character and information needs are judged based on a single meeting with the user, or his/her appearance, speech, etc. Information obtained in this manner rarely holds true, and deters true understanding of the person in question. Snap judgments distort effective communication and are harmful because they are based on limited information or on hasty first impressions (Igbinovia and Solanke, 2015).

Ways of Enhancing Interpersonal Communication Skills for Effective Reference Service Delivery

There is the need for man-power development by encouraging reference librarians to embark on training so as to acquire the interpersonal communication skills. Training for reference librarians can be in the form of in-house training, on-the-job-training, workshops and conferences, staff exchange programmes, and so on, and should address the following areas of interpersonal communication skills:

Become an engaged listener: When communicating with others, we often focus on what we should say. However, effective communication is less about talking and more about listening. Listening well means not just understanding the words or the information being communicated, but also understanding the emotions the speaker is trying to communicate. There's a big difference between engaged listening and simply hearing. When you're engaged with what's being said, you'll hear the subtle intonations in your patrons' voice that tell you how he or she is feeling and the emotions they're trying to communicate. When you're an engaged listener, not only will you better understand your patron,

you'll also make that patron feel heard and understood, which can help build a stronger, deeper connection between you and the patron. For a reference librarian to become an engaged listener, he/she must focus fully on the speaker, avoid interruption, must show interest in what's being said and try to set aside judgment in order to fully understand them (Robinson, Segal & Smith, 2018).

Paying Attention to Nonverbal Signals:

The way you look, listen, move, and react to another person tells them more about how you're feeling than words alone ever can. Nonverbal communication, or body language, includes facial expressions, body movement and gestures, eye contact, posture, the tone of your voice, and even your muscle tension and breathing. Developing the ability to understand and use nonverbal communication can help librarians connect with others, express what you really mean, navigate challenging situations, and build better relationships at home and work. Be aware of individual differences. People from different countries and cultures tend to use different nonverbal communication gestures. So, it's important to take age, culture, religion, gender, and emotional state into account when reading body language signals. Vikram (2016) notes that while welcoming body language might work in some cultures, it may not work in others. Good nonverbal communication skills come from knowing cultural rules related to emotional expressions. For example, in Finnish culture, making eye contact is considered a sign of being approachable, while in Japanese culture, eye contact is a sign of anger. From a global perspective, if you are native to a particular culture, many of the nonverbal norms would be instinctive. Therefore, it is imperative for reference librarians to pay attention to the cultural norms of the community they serve.

Keeping Stress in Check: In situations such as when conducting reference interview, it's important to manage your emotions, think on your feet, and effectively communicate under pressure. Communicate effectively by staying calm under pressure. Deliver your words clearly and keep your body language relaxed and open (Robinson, Segal & Smith, 2018).

Assert yourself: Direct, assertive expression makes for clear communication and can help boost your self-esteem and decision-making. Being assertive means expressing your thoughts, feelings, and needs in an open and honest way, while standing up for yourself and respecting others. It does not mean being hostile, aggressive, or demanding. Effective communication is always about understanding your patrons, not about winning an argument or forcing your opinions on them.

Understand how Gender Differences Influence Nonverbal Communication

It is helpful to understand gender differences when sending and interpreting nonverbal messages. Men and women express themselves non-verbally in different ways. Vikram (2016) notes that generally, women are more likely than men to use eye contact and smile. They're also likely to receive and give more physical touch. Women also tend to interrupt less than men, listen more than men, and are better at correctly interpreting facial expressions than men. Hence, the reference section needs to have more women than men.

Give your patrons the chance to speak. People expect that they would be able to contribute to a conversation equally. Letting the library patrons speak means that the reference librarian should try to be comfortable with silences, but not for more than a few seconds. Alter centrism, or focus on the patron in conversation, makes a

reference librarian seem more competent (Robinson, Segal & Smith 2018).

Have a positive attitude: One of the major components of good interpersonal skill is the positive attitude. This is one component, which can display a whole lot of maturity in your talks. Vikram (2016) states that if you display a positive attitude during work, then you are showing respect for your work and the organization for which you are working. Portraying a positive attitude is being cheerful, smiling while interacting with team mates and colleagues. If you are greeting people or responding to greetings cheerfully at your workplace, it is considered as a positive gesture.

Conclusion

From the above, it could be concluded that the interpersonal communication between reference librarians and library users in libraries of higher institutions of learning is very essential for effective information service delivery. This is because the users are only going to be served well when effective communication takes place during reference and information services. The study has proved that interpersonal communication is the bedrock of understanding users' queries and meeting their information needs. The fact that interpersonal communication has, to some extent, been effective in academic libraries, the need for some other factors are challenged to be re-evaluated to remedy the decline in library patronage. Therefore, it is pertinent to note that effective interpersonal skills are essential in reference and information service delivery in any academic library.

Recommendations

Based on this study, the following recommendations were made.

- i. To enhance effective reference and information services delivery,

- reference librarians must demonstrate a high level of dexterity in interpersonal communication between them and their clientele.
- ii. Reference staff should demonstrate adequate confidence while conducting reference interview. Stereotype and inferiority complex should be avoided
 - iii. The reference librarian and users should listen carefully during reference queries. They should put smiles on their faces during reference communication.
 - iv. Reference librarians should avoid hostility to users. Reference librarians should be polite and social. They should be patient enough with their patrons during reference interview so as to adequately ascertain their queries and satisfy their information needs.
 - v. Pride and pomposity of reference staff should be put away during reference services. Reference librarians should be approachable by their patrons.
 - vi. Physical distractions in the library should be avoided during reference communication. There should be adequate control of emotions during reference transaction
 - vii. The use of confused language terms should be avoided Judgmental statement should be avoided while responding to users queries
 - viii. Librarians should keep the mission of the library at heart during reference transaction. Reference staff should not be sentimental while rendering their services.
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