

Innovative User - Centred Library Services for the Twenty First Century Knowledge Societies in Nigeria

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Abstract:

Purpose: This paper examined the concept of the knowledge society and its characteristics as well as knowledge usage in the twenty-first-century knowledge societies in Nigeria. It also highlighted the change in the role of library service providers as regards the infusion of information technology into information retrieval systems and radical referencing in libraries which gave birth to innovative user-centered library services discussed extensively in this paper. The paper also listed innovative user-centered library services (IULS) in Nigeria such as online business support services (Instagram), web design services, digital reference services amongst others. Salient issues such as the implementation of an innovative user-centered library service approach for the twenty-first-century knowledge societies and the challenges faced by libraries and librarians in Nigeria were considered. These are inadequate funding, inadequate deployment of ICT infrastructure, and resistance to change while risk-taking, collaboration, adequate funding, were considered as solutions to these fundamental challenges of library services in Nigeria.

Design/Methodology & Approach: The methodology adopted was a contextual analysis that involved the review of materials ranging from publications, textbooks, and relevant internet sources.

Implication: The neglect of the innovative user-centered library service approach by the Libraries and Library Information System (LIS) professionals would render their functions ineffective and become irrelevant in the present-day digital and information explosion age. Thus, entrepreneurial librarianship in an imperative for the libraries to meet their information need of the twenty-first-century knowledge societies in Nigeria

Originality/Value: This paper concludes that the innovative user-centered library service-approach has made library information science professionals assume the new roles such as an intermediary, facilitator, end-user training, web organizer, and designer, researcher, interface designer, knowledge manager/professional, and sifter of information resources thereby empowered to meet the information needs of the patrons.

Keywords: Knowledge, Knowledge Societies, Libraries, Entrepreneurship, Innovative User-Centred Library Services, Twenty-First Century Knowledge Societies, Information, and Communication Technology (ICT)

Paper Type: Conceptual research.

I. INTRODUCTION

Knowledge is information and educational skills acquired through experience; information acceptable to

individuals that could be put to use for profit or add value to the individual. It can thus be said that information not accessible to people and profitable to the individual cannot be classified as knowledge. Knowledge is discovery. The added value of knowledge should be seen as a capacity to illuminate and to transform reality. Knowledge is an effective or productive model for reality, which requires knowledge of reality. The definition of knowledge as a capacity to act, resonates with the conception of the term "know-how" by Daniel Sarewitz and Richard P. Nelson. Sarewitz and Nelson, (2008) defined know-how as knowledge, "some articulated and some tacit, that guides the actions of skilled agents who aim to achieve a particular practical objective".

Meadows, D (1972), asserted that knowledge cannot exist in a void, people or group of individuals must exist and interact with available information for knowledge to exist and be useful. Knowledge could also be perceived as a human facility resulting from interpreted information; understanding that germinates from a combination of data, information, experience, and individual interpretation (www.businessdictionary.com). Thus, society is crucial for knowledge to thrive. A Society is the aggregate of people living together in a more or less ordered community. They share cultural beliefs and ideologies in common.

In the past, the control of knowledge goes hand in hand with serious inequality, exclusion, and social conflict. Knowledge was long the exclusive domain of the tight cycles of wise men and initiated few characterized by secrecy. However, there is now a change in the exclusiveness of knowledge in the present age of enlightenment, the demand for democracy, the concept of openness, and the gradual emergence of public forum for knowledge; which fostered the spread of ideas of universality, liberty, and equality. Also, the diffusion of knowledge through books, printing press as well as education for all through schools and universities have changed the outlook of the present-day knowledge society (Kochen, 1971). Besides, the information age has brought about the idea of the present-day information society which is based on a technological breakthrough. Therefore, today the concept of knowledge societies encompasses much broader social, ethical, and political dimensions. From the foregoing, what is knowledge society?

Knowledge Societies

Today's human society is described as embedding knowledge societies which are based on the need for knowledge distribution, access to information, and capability to transform information to knowledge. Afgan and Carvalho (2010) defined knowledge society as a human structured organization based on contemporary developed knowledge and representing the new quality of life support systems. UNESCO, (2005) also noted that knowledge societies are about capabilities to identify, produce, process, transform, disseminate, and use the information to build and apply knowledge for human development.

Lor, P. J., and Britz, J. J. (2006) further defined knowledge societies as societies that operate within the paradigm of the economics of information. It values human capital as the prime input to production and innovation. Knowledge societies are nurtured by diversities and capacities. Certainly, every society has its knowledge assets hence, the various forms of knowledge and culture are always used in building any society in the twenty-first century. It is, therefore, necessary to work towards connecting all forms of information technological development, acquisition, and dissemination of knowledge to enhance the twenty-first-century knowledge societies. For the knowledge societies of the twenty-first century, it is imperative to foster knowledge sharing. It should be able to integrate all its members (information users) and promote new forms of solidarity among both the present and future generations where knowledge is a public good available to each individual (user) for development.

Ochogwu, M. 2009, categorized information users into four in a society. The first category of information users are professionals such as medical practitioners, engineers, lawyers, and agriculturists among others. The second category of information users are along institutional lines such as tertiary institutions, secondary and primary schools. The third group constitutes users along with geographical locations while the fourth category is referred to as disadvantaged information users. They are disadvantaged because their access to information centers are restricted. They include the physically challenged (the deaf, dumb, blind, and cripple), and those in prisons, hospitals, and orphanage homes.

Besides, according to Dike, (2007), knowledge societies have the following characteristics:

1. They are pluralistic and culturally diverse.
2. Democratic societies by all and for all.
3. They are learning societies.
4. Knowledge societies foster full human development.
5. They build better features.

Thus, to foster the dissemination of knowledge as a public good to those categories of information users in any knowledge society, the importance of library and library services cannot be overemphasized.

Libraries

The collection of written knowledge and information in the repository is a practice as old as civilization itself. The name of such a repository became the library. The word library is derived from the word "liber" meaning book which can be described as an organized collection of published and unpublished books and audiovisual materials with the aid of services of library staff who can provide and interpret such material as required to meet the needs of its users. Libraries are regarded as agencies through which sources of information, accumulated knowledge, and experiences are selected, acquired, organized, preserved, and disseminated to library users (UNESCO, 1994). Accordingly, Onwubiko and Uzoigwe (2004) defined the library as an information center located in an organization, institute, agency, industry, etc to satisfy the information needs of the individual clients and the realization of the broad goals and objectives of the parent organization.

Libraries traditionally have played a significant role in education and giving access to information and knowledge to different users (clienteles). The different libraries perform different functions to both potential and existing users. The vast information resources available in libraries ensure different access to scholarly information for the members of the knowledge societies. According to Abdulsalami et al. (2013) libraries have acquired great importance in knowledge societies. Libraries which have been previously referred to as the purveyor of information, custodian of knowledge and the house of learning play a vital role in the development of any society by catering for the information needs of thousands of people within a particular community. The main goal of a library, therefore, is to acquire, process, organize, preserve, and provide easy access to its users in the most convenient way to knowledge and information.

According to Leheman, (2011), the future of the library will be a dynamic knowledge centre where not only the librarian, the books (whether real or virtual), and the users engage in the interchange of ideas. Therefore, the satisfaction derived from the use of libraries is dependent on its resources, personnel, and their zeal/ competency of service provision by Library Information Science(LIS) professionals in the present-day global information and communication technology age.

Information and Communication Technology in Library Services

The term Information and Communication Technology (ICT) has its origin in Information Technology (IT). Information Technology is a term that encompasses all forms of technology used to create, store, exchange, and use information in its various forms (business data, voice conversations, still images, motion pictures, multimedia presentations, and other forms). According to Hagg, Cummin and Phillip,(2007) Information and Communication Technologies (ICTs) consist of the hardware, software, networks, and media used for the collection, storage,

processing, transmission, and presentation of information (voice, data, text, images), as well as related services. As the field of IT evolved, the term Information and Communication Technology are now used instead of Information Technology (IT) to recognize the convergence of traditional information technologies and telecommunications, which were once seen as distinct areas but now have become intertwined with the advancement in technology (Tella, 2011).

Information and Communication Technologies (ICTs) have become key tools and have a revolutionary impact on how we see the world and how we live in it. As a tool, ICT improves the overall wellbeing of a globally connected society thus has made the dissemination of information sources more efficient in library services. Information is an economic commodity and social wealth. Technological innovations and new ideas emerged out of information sourcing, processing, and dissemination; thereby empowering and creating opportunities for libraries and information centers (Ugwu & Ezeani, 2012).

Onaade, (2012) asserted that with the recent revolutions in ICT, knowledge in societies has been expanded, modified, and exemplified. Thus, ICT has changed and enhanced the LIS profession around the world. The revolution of ICT has led to an expansion in the roles of information professionals in diverse ways. The emergence of ICT has brought changes to library and information services. Simisaye, Salisu, and Awodoyin, (2018) opined that libraries are moving from the traditional role as a social agency for information generation, storage, retrieval, and dissemination to electronic information systems. Libraries now access images of books and digital forms of information sources in various formats, storing these sources for retrieval to meet the information needs of library users in real-time (Boss, 2001).

Besides, digital information sources are everywhere and could be accessed anywhere through the world wide web via laptops, smart phones, and tablets. Therefore library users only visit the library for programs, a quiet place to work, spaces for group work or to use computers in many developing countries including Nigeria (Tella and Oyedokun, 2014; Hunter and Brown, 2010, Sidorko and Cmor, 2012). Hence, the need to infuse ICT into library services is imperative if the Library Information Service (LIS) professionals are to remain relevant in the present information explosion age to the twenty-first-century knowledge societies in Nigeria.

Presently, libraries including those in Nigeria are functioning in a turbulent environment characterized by changing users' behaviours, competition, financial constraints, rapidly evolving technologies, and scarce funding. Nigerian libraries are adversely affected by the economic crunch. They are faced with dwindling budgets and competition from other information services providers. The resultant effect is in their gross inadequacies to render required innovative services to the new generation of library users. Inadequate funding, inadequate deployment of ICT infrastructure, and resistance to

change were some of the challenges identified as hindrances to innovative library service. Risk-taking, collaboration, and adequate funding could ameliorate these hindrances (Etebu, Abraham Tabor and Zacchaeus, Choice, Meniwoze 2020).

The economic realities of the present age have made library service providers re-examine themselves and strategize to be relevant in society in the face of dwindling patronage from library users. Therefore the change in economic scenario due to globalization has made libraries and information centres to adopt an innovative approach to become more relevant and responsive to patrons' needs. As a result, libraries are coming up with innovative services to users and evolving new ways of managing the meagre resources at their disposal, while at the same time strengthening their revenue base to serve patrons better than before. Thus, the adoption of innovation; entrepreneurship in library services is apt to satisfy the information needs of library clientele in the present-day information technology.

Entrepreneurship

Creativity and innovation are elements of coping strategies of the changing library environment. Libraries now infuse creativity into service development to be efficient and effective in library service delivery in the present information explosion age. Innovation sets in when a librarian adopts entrepreneurship skills in the provision and management of library and information services. Entrepreneurship is the process of using initiative to transform a business concept to a new venture, diversify existing venture or enterprise to high growth venture potentials (United Nations Industrial Development Organisation, 1998). Entrepreneurship according to Eke, Igwesi, and Orji (2011) is a program that inculcates creative, innovative, productive, and managerial skills needed in business enterprises for self-reliance and national development.

Again, Shane and Venkataraman (2000) defined entrepreneurship as the process by which opportunities to create future goods and services are discovered, evaluated, and exploited. Also, Anyanwu, Amadi, and Okparaku, (2010) asserted that an entrepreneur takes calculated risks by investing in business opportunities and get compensations from the risk by enjoying high profit as the result of risk-taking. Nwosu, (2014) defined entrepreneurship as a process of action of an entrepreneur who is in search of something new and exploits such ideas into gainful opportunities by accepting the risk and uncertainty with the enterprise. Two keywords can be deduced from the definitions offered above: opportunity and innovation.

To be innovative and entrepreneurial means that library staff would use their energy and intellect to reinvent and enhance services to patrons and to preserve the collections. Entrepreneurial librarian assembles data and knowledge staff team to analyze and improve services, physical spaces, and the digital environment. The entrepreneurial librarian critiques the traditional ways of delivering services, with the view of

improving them. The entrepreneurial librarianship being creative and resourceful seeks to make the library a learning organization, that constantly changes to be an integral part of the aspirations of library patrons.

Online entrepreneurial services are innovative. Library and Information Science (LIS) professionals provide online services in the present age of Information Technology (IT) explosion to clientele with the use of Information and Communication Technology. Several innovative and entrepreneurial online services could now be offered to library users in Nigeria but require the changing of information resource formats. Cutting edge Information and Communication Technology facilities including a broadband internet facility are imperative for efficient innovative library service delivery. Such innovative library services in Nigeria are online business support service, web design services, blogging service, podcasting service, electronic publishing services, online information search service, short message alerts services, online training and workshops, digital references services, database production/distribution services, mobile application services and digital marketing service.

Business entrepreneurs typically measure performance in profit while social entrepreneurs and entrepreneurial librarians are not about profit alone but, also take into account positive returns to patrons in form of innovative services which ensures continuous patronage. Innovative entrepreneurial librarian in the context of this study could therefore be described as a librarian that uses creativity, strategic planning, targeted marketing, and innovation to place the library on the part of success. The entrepreneurial librarian places the library in an advantageous stance for opportunities to meet the needs of the patrons (Etebu, Abraham Tabor and Zacchaeus, Choice Meniwoze 2020). For the entrepreneurial librarianship to thrive, efficiently meet the information needs of the library users, and attract high patronage of the twenty-first-century knowledge societies in Nigeria, innovative user-centred library services must be incorporated into library service delivery.

Innovative User-Centred Library Services in Knowledge Societies

Ochogwu, M. (2007) in his critical assessment of the nature of library services provided by Library Information Science (LIS) professionals in Nigeria, classified information service providers into three. These three categories no doubt reflect the nature of library service providers in most of the world, especially in developing countries. The first categories are the passive information providers who care very little if their services are beneficial to library users in knowledge societies. The second group is the reactive information providers who provide services to users on demand. It is however noteworthy to state that library information users seldom demand the assistance of LIS professionals when they have alternative information sources such as the internet in the present information explosion age. The third group is the proactive

library service providers who not only diagnose the information needs of library clientele in knowledge societies but also customize such services. This third group of library service providers, though few, are necessary if the library is to remain relevant information resource centre in this information explosion age.

Gone are the days when library and information scientists sit in their offices (libraries or school libraries) waiting for patrons to come enquiring for information. A more dynamic approach has to be inculcated into the practice of librarianship. The role of the Library and LIS professionals have to change from the posture of the patient dog (passive) to the aggressive dog (proactive). To buttress this, Freidman and Marrone, (2009) stated that, "the time has come when LIS professionals adopt an approach called Radical Referencing (RR) innovation, which tends to break down barriers to information thereby connecting the clientele with quality information regardless of his/her inability". The interconnection of the world through the use of the internet and the web have changed the fundamental roles, culture, and paradigm of libraries and LIS professionals/librarians. In the prevailing situation, the librarian is called to assume new roles and perform tasks like guiding, facilitating, sifting information resources, and preserving access to information.

Consequently, the collaboration with computer and information technology scientists, in the design and maintenance of information access systems for the effective use of the internet and web in the interest of information seekers in knowledge societies has become imperative for the librarians. Thus, the need for education and retraining of LIS professionals in providing proactive service to clientele for the twenty-first-century knowledge societies in Nigeria cannot be overemphasized. This is so in an information explosion age when LIS professionals must make contact with their target audience. This is because the proactive service providers offer innovative user-centred library services thereby encouraging library patronage. According to Dinesh, K. Gupta, and Ashok, J. (2002), information users in knowledge societies are the centre entities in all types of libraries. They further express that the characteristics of information users in knowledge societies makeup and indeed a central element in the development of innovative user-centred library services. Hence, the need to incorporate elements of innovative user-centredness is imperative for qualitative library services. The elements of innovative user-centred library services according to Williams, K. (1992) comprise diagnoses of library user information needs, prescription of information sources, implementation, and evaluation.

II. ELEMENTS OF INNOVATIVE USER-CENTRED LIBRARY SERVICES IN THE TWENTY-FIRST CENTURY KNOWLEDGE SOCIETIES

The four main elements of innovative user-centred library services are:

1. Diagnoses of user information needs.

2. Prescription of information sources.
3. Implementation.
4. Evaluation.

Diagnoses of User Information Needs

For innovative user-centred library services in knowledge societies, diagnoses of information needs typically occur through a communication process with the individual information user. It is usually called "the reference interview." This enables the library service provider to identify library users' needs and recommend appropriate information sources. According to Williams, K (1992), the primary purpose of the reference interview is to help answer some questions. Answers to the question(s) clarify the problem(s) of the library user and provide the user with the type and amount of information needed. It also identified what the library service provider wants to learn/know which are:

1. What kind of information is needed?
2. How much information is needed; a simple fact, a book, or mass materials?
3. How is the information going to be used; for a talk, to answer a question, or as resource materials?
4. What degree of sophistication is required; a beginning article or an advanced monograph?
5. How much time does the user have to search for the information?
6. When is the information needed?

The reference interview provides a good beginning for the process of diagnosing information needs crucial to innovative user-centred library services in the present day knowledge societies to prescribe accurate information sources to meet the needs of the information users.

Prescription of Information Sources

The library service provider/LIS professional at this point, on a one to one relationship with the information user, prescribes appropriate information sources to satisfy the diagnosed needs. On the other hand as a professional, the library service provider could approach the prescription process from an organizational perspective; that is rather than intending to service the need of a single user, the need of the entire information user group in which the individual user belongs is diagnosed. The prescription is used to create an organization of information sources customized in its design, collection, and services to fit the characteristics behaviours, and idiosyncrasies of that specific user group. The library service provider from this point moves to the implementation of the agreed prescription to meet the information need of the user.

Implementation

The implementation is the organization and application of the information sources prescribed by the innovative user-centred service provided. At the individual level, the implementation brings the clientele/information user and the needed information sources together. This requires that the service

provider/LIS professionals know the various information sources and services that are available within the system as well as elsewhere. The advancement of information technology interlibrary collaboration across distant geographical boundaries, is made possible by the innovative user-centred library service provider. In this professional phase, the librarian must determine the users' preference of delivery which the later is comfortable with and best satisfies the clientele's information need. Thus, the library service provider must address some important issues at this level to package and deliver the needed information sources to the clientele satisfactorily in the present-day twenty-first-century knowledge societies in Nigeria or anywhere else in the world.

III. IMPORTANT ISSUES IN THE IMPLEMENTATION OF INNOVATIVE USER-CENTRED LIBRARY SERVICES FOR THE TWENTY-FIRST CENTURY KNOWLEDGE SOCIETIES IN NIGERIA.

In the last decades of the twentieth century, the picture of library service providers or librarianship has rapidly changed under the influence of advances in the computer and communication fields. The paper collections have given way to networked, computer resident, user searchable collection like bibliographic databases, Online Public Access Catalogues (OPAC) obliterating the need for information users to visit the library building. With the digitalization of an ever-increasing number of collections and advances made in computer/communication hardware and software, seamless access to digitized information located in geographically diverse locations has become a reality. The walls of the library are thus pulled down and a "Virtual Library" in Cyber Space came into existence. The Virtual Library brought with it varieties in the form of digitalizing not only printed materials but also pictures, maps, scenarios, paintings, and sounds, presenting them in a theatre-like environment.

This development has a far-reaching implication on the information providers to an innovative user-centred approach to library services for the twenty-first-century knowledge societies in Nigeria. For librarians/LIS professionals who have been information providers centuries ago, the digitalization of the ever-increasing number of collections and advances in the use of networked computer systems linked to the cyberspace, now allow them to use modern tools for information retrieval. These tools provide quicker, more complete, and more sophisticated service to information users. Databases are reference sources that can now be queried via the internet and World Wide Web (www). Besides, remote library catalogues are available on the desktop; newsgroup and mailing lists provide the opportunity to discuss mutual concerns quickly. Electronic mails allow librarians to find out and contact those who might help solve the problems. Perhaps no innovation has impacted the library profession to such a great extent as the internet.

Hence, the need to consider other important issues that border on user satisfaction is crucial for libraries to be relevant as

information service centres in the twenty-first-century knowledge societies in Nigeria. These issues according to Gupta, Dinesh, K, and Jain, S. L. (1996) include:

1. A novel approach in information service delivery to library patrons.
2. Everyone should serve library information users.
3. Meeting individual user's needs efficiently.
4. Customization of clientele's need.
5. Information users seek benefits, not products.
6. Interaction between the library service provider and users.
7. Helping library information users.
8. Staying close to library information users.

Novel Approach in Information Service Delivery to Library Patrons

The role of the library and library information system professionals has changed from the posture of passive to the proactive agency. This is so in the information explosion age when library service providers must make contact with their target base. This implies that library staff, irrespective of their status, adopt the Radical Referencing (RR) approach and take to the street if the need arises to sell information that is crucial to their target population in the twenty-first-century knowledge society. The RR approach is effectively implemented with the aid of Information and Communication Technologies (ICTs). Thus, LIS professionals through the network can communicate with their target audience via the internet to deliver satisfactorily information sources needed by information users. Every library staff is expected to use the innovative user-centred approach to serve information users.

Everyone Should Serve Library Information User: The library staff could be categorized into two according to Wiersema, F. (1997); support personnel (technical staff), and contact personnel (frontline staff). The library user seldom sees the support staff. The contact staff is the interface between library services and information users. Both categories of library staff are responsible for the service quality of the innovative user-centred library services. The library clientele like customers in other organizations, expects value to be gained from library services as well as recognition, attention, appreciation for their individual needs and clear desire for self-expression. Therefore, in the innovative user-centred library services, the clientele is everyone's responsibility in the twenty-first-century knowledge societies. Learning from the service strategies of the commercial organization several libraries are now concentrating and developing customer-oriented strategies (entrepreneurial librarianship). The focus of such customer-orientated strategies is on distinctive competencies, value delivery, customer-defined quality, relationship management, continuous improvement, and customer focus organizational culture to efficiently meet individual user needs (Etebu, Abraham Tabor, and Zacchaeus, Choice Meniwoze, 2020).

Meeting Individual User's Need Efficiently: One major problem libraries face today, is the clientele's expectation in terms of service delivery by way of response from library staff. The user's focussed activity suggests the user should be treated as an individual amid a large number of library users at a time. The LIS professional in the implementation phase of the innovative user-centred services is to respond appropriately to each individually expressed needs to meet the clientele's information needs efficiently and quickly in this age of information explosion (Pinder, C. and Melling, M. 1996). Hence, customization of the clientele's need is imperative if high patronage is to be retained by the libraries.

Customization of Clientele's Need: The fact is that all service strategies today are going into customization. Customization implies getting clientele to teach the librarian/LIS professionals what they want, remember it, and give it back to them as specific individual packages (Peppers, D. 1995). Librarians, therefore, are involved in a high degree of customization. Quite often, the degree of customization is a measure of service quality or trust agreement tailored to meet the clientele's specific needs. Every creation and delivery of library and information services involve the participation of clientele to a great extent. For the librarian, every service activity is taken as an opportunity to serve clientele in an improved way, as it is easier to satisfy a person already in the library than to source for new clientele (Gupta, D. k. 2000). Hence, the need for the incorporation of the innovative user-centred library services through customization of users' needs cannot be overemphasized in the twenty-first-century knowledge societies if librarians will continue to remain relevant in the present-day information explosion age. Librarians must have in mind the benefits the library user must derive for patronage.

Information Users Seek Benefits Not Products: The library service providers in the twenty-first-century knowledge societies always take into cognizance the benefit library users are to derive from patronage when implementing/packaging the prescribed information sources for the diagnosed user's need. This is important because library information users are mainly interested in the basket of benefits or utilities one gets while consuming library services. Wiersema, F. (1997) asserted that the benefits users seek for in library services are; ready and convenient access to information, a good stock of recent information sources for a loan, a lively and engaging environment among others. These make the innovative user-centred library services attract more patronage from clientele in the twenty-first-century knowledge societies through personal interaction between the patron and the LIS professionals.

Interaction Between Library Service Providers and Users: The contact between the librarian and library users is the heart of the service interaction. It is ultimately the person to person contact that will make or mar the relationship between the clientele and the librarian. Face to face contact offers the best way to exchange information, solve problems,

and establish a long term relationship. Therefore, librarians of the information age, employing the innovative user-centred approach in the implementation of library services, take interpersonal relationships as the hub of library services to have a constant disposition to serve library users more effectively (Coote, H. 1994).

Helping Library Information Users: The effectiveness of library services provided is measured by the ability of the information user to make good use of the available information sources. In the past, most LIS professionals believe simply that putting library resources at the disposal of clientele is sufficient but now, the librarian practicing the innovative user-centred library services ensures the clientele makes the best of the available information sources. This is so because many times library users are reluctant to admit incompetence, inferiority, and dependent on others in accessing library resources in this era of technologically driven information sources. Therefore, the key to effectiveness in library services is for the LIS professionals to anticipate situations in which library users might need help and make sure that they can be helped by library staff to satisfy their information needs through staying close to the library clientele.

Staying Close to Library Information Users: Probably the most important management fundamentals being ignored in the past in librarianship, is staying close to the library users to satisfy their needs and anticipate their wants. In too many libraries, attention is not given to users' wishes, likes, and preferences in services. Today, LIS professionals would only remain relevant in this era of internet services by staying close to the users. Library users can intimate librarians on how best to provide complete solutions to their needs. Being close to library users according to Wiersema, F (1997) would afford the librarian to become a trainer of end-users on the modern Information Retrieval (IR) method.

When the above important issues that affect user satisfaction are considered in a library innovative user-centred approach services while implementing prescribed sources, the LIS professionals and indeed the library would remain relevant as information service centre in the twenty-first-century knowledge societies in Nigeria. For improvement in service delivery, the LIS professionals must constantly evaluate the process of user satisfaction in the library.

IV. EVALUATION

The last element of the innovative user-centred services is evaluation. After the library information service has been implemented, the outcome must be assessed in terms of library users' satisfaction. An unsatisfactory resolution of the original library user's need will trigger a repetition of the entire cycle or partial amendment of the sequence. Methods of collecting and analyzing data for evaluation range from simple verbal inquiries to sophisticated quantitative and qualitative analyses. This last phase affords the library service providers to retain and sustain the patronage of library users in

the present dispensation of information explosion. In advanced nations, libraries have embraced the innovation of entrepreneurial librarianship to meet the needs of library users by designing new services and recommending social changes. Therefore, for LIS professionals to remain relevant, there is the need to fully embrace entrepreneurship library services in the present digital age for a cutting edge innovative user-centred library service delivery for the twenty-first-century knowledge societies in Nigeria.

V. CONCLUSION

The library services rendered by LIS in the twenty-first-century knowledge societies is a far departure from the traditional roles of librarians in the twentieth century. This is a result of the application of technology in global information management and consequently information explosion via the internet. The technological development and the infusion of ICT in the information retrieval system in library services in the twenty-first century have changed the traditional role of librarians from acquiring, organizing, preserving library resource besides helping readers in locating information needed to assume the new roles such as an intermediary, facilitator, end-user trainer, web organizer and designer, researcher, interface designer, knowledge manager/professional and sifter of information resources. The continued relevance of libraries as information resource centre in the present day knowledge societies is therefore dependent on library service providers' adaptation of societies which have recorded wide acceptance by library clientele.

Hence, it could be deduced that library service providers, through training and retraining on RR and IR systems and infusion of entrepreneurial librarianship would have the necessary qualifications to attend to the information needs of library users in the present day twenty-first-century knowledge societies. The study concludes and recommends that the government should strive to adequately fund libraries and provide the required ICT infrastructures to boost innovative user-centred library services in Nigeria for the effective satisfaction of library users' information needs and sustained library patronage.

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