Customer Care Services at Moi University Library, Kenya

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Abstract

The study investigated the state of customer care services at Moi University (MU) Library in Kenya. Using a mixed method research approach, a sample of 672 respondents (students, academic staff, librarians) from three campuses of Moi University participated in the study. Document analysis was used to extract data from relevant staff training manuals. The study established that the information needs of primary customers of the MU Library were not sufficiently being met. It was further revealed that even though the library staff was friendly and helpful, their attitude was below the expectations of customers. The findings also revealed that the primary customers were aware of the existence of a customer care unit, which allows them to make suggestions for improvement of library products/services. This study concluded that the customer care unit of the MU Library has not sufficiently responded to its mandate and recommends that the MU Library management should develop a strategic approach to customer care so as to ensure efficiency and effectiveness.

Keywords: Quality Library Services; Customer Care Services; University Libraries.

Introduction

Customer care is a crucial element of business that allows customers to have direct contact with a business and ensure customer's needs are met, and in most cases exceeds expectations (Morgan, 2018). Customer care is a customer service that entails making every effort to satisfy customers and ensuring that the product or service has met customer expectations (Hossain 2015). According to Dlamini (2006), customer care is a customer service that comprises a series of activities designed to enhance the level of customer satisfaction – that is, raises the feeling that the product or service has met customer expectations. Satisfied customers often continue using the products and services and even end up promoting the use of the very products and services to others. According to Ouda (2015), customer care was not often a focal point in libraries because librarians work on the assumption that as long as they opened their services, no additional efforts were required. However, King (2018), observes that the immense technological upheaval which gives library customers a variety of options including Yahoo!, Google, the ever evolving Web 2.0 technologies and now the opportunities of the emerging Fourth Industrial Revolution, mean that to survive in the 21st Century, libraries need to relook at the issue of customer care. Harland, et al (2019) observe that one of the challenges facing academic libraries globally is diversity of information services and King (2018) suggests that academic libraries have to reinvent their customer relationships. The concept of 'customer care' has been applied in the private sector to ensure effective value-adding service delivery, and it is a high time that it is fully developed in the public sector and especially in academic libraries such as the Moi University Library (MU Library).

The MU Library was established in 1984 with a main library at the main campus and branch libraries to cater for users located in satellite campuses of the University. The library collectively serves approximately 30,000 customers/users across all the campuses, who mainly comprise academic staff, students, university management, administrative and general staff. But in addition, the MU Library extends its services to other higher educational institutions

including other universities, colleges, schools as well as other libraries and communities around the MU campuses. This study investigated the state of customer care at MU Library, guided by the following specific objectives to:

- determine the composition of Moi University primary customers;
- establish the quality and relevance of information products and services that are provided by Moi University Library;
- determine the extent to which the information needs of primary customers are being satisfied.
- Investigate the customer care practices of the Moi University Library.

Literature Review

A study by Hisle (2002) suggests that academic librarians have to shape and change their services in tandem with the research problems of their customers. This implies that for an academic library needs to satisfy its users by ensuring that they get the best customer care, underpinned by a relevant theoretical framework.

Customer Care Practices

To enhance customer care in a library, it is important to conduct surveys and audits through which to establish who the customers are; explore and segment customer needs; determine the products and services that best respond to customer needs; and identify and mitigate the challenges of customer care in the library. The building of relationships and provision of quality services includes such practices as identification of customers and their information needs as undergirds for service and product customisation that ultimately enhance satisfaction.

Library users are increasingly referred to as the 'customers' and marketing theory portrays customers as internal, external and corporate customers, and arranges them as potential target markets. Orayo (2018) notes that with the introduction of new technology and recessing economy competitive pressure, information availability, rising costs, and increasing awareness mandate that academic libraries become more user focused. This calls for a better understanding of

library users and their needs in order to provide the appropriate type and level of service. According to Kassim (2009), satisfying customer's information needs in academic libraries has always been the primary objective of libraries and librarians. Customer satisfaction, being the degree to which an organizations product or service performance matches the expectations of customers (Bernedt and Brink, 2008), implies that the academic library has to match the information needs of the customers with the products and services provided. Rowley (2000) advises that in order to respond effectively to the customer needs the academic library needs to segment their customers into groups and then create a profile of each group. Rowley (2002) elaborates that segmentation offers a better understanding of customers and their needs, a more effective targeting of resources and tailored marketing communication. Lamb (2019) observes that, all members of a market segment have common characteristics and advices that in order to respond effectively, the library should carefully match each customer segment to specific library services. Millsap (2011) emphasises the importance of achieving good customer care through offering good quality service.

Several studies observe that the quality of academic libraries is connected with services, product as well as staff, facilities, and space (Derfert-Wolf and Goski, 2005; Prakash and Mohanty, 2011; Patil and Sawant 2017). Hernon and Nitecki (2001) state that service quality definitions vary across the literature but are based on four underlying perspectives:

- Excellence, which is often externally defined;
- Value, which incorporates multiple attributes, including the perception of meeting or exceeding expectations and the benefit to the recipient;
- Conformance to specifications, facilitates precise measurement;
- Meeting or exceeding expectations.

Library science researchers interested in service quality have however focused mainly on the fourth definition. Hernon and Nitecki, (2001), for instance, propose "the Gaps Model of Service Quality" which focuses on the need to determine the gap between customers' expectations for a

particular service or for the library in general versus the customer perception about the actual library and its services. On the other hand, Hernon and Altaman (1998) argue that even though quality services are multidimensional, their two critical dimensions are content and context. Content refers to that which prompted the visit, usually a certain material or information or study space in the library, Context refers to the experience itself, which may include the ease or difficulty in navigating the system(s), interaction with staff and/or the comfort of the physical environment. Customers who visit the library be it physically or electronically experience both the content and context. Determining and improving the quality of these two dimensions through provision of ambiance and ergonomics is therefore as important a part of a commitment to customer care, as are the products and services.

Dempsey (2009) refers to the product as anything that can be offered by a library to satisfy customers/users need. According to Mathusudhan (2018) the concept of product is less well defined in the not-for-profit world. Library products are both tangible (books, journals, CD-ROMS, bibliographies, pathfinders, research reports, etc.) and intangible (databases, licensed online services, consortia programmes, etc.). Service, according to Hemandez (2010), is the how and the means by which a business satisfies its customer's needs. It consists of offering a fair "prices, products, clear information, efficiency within the business", and responding to enquiries, thanking customers and telling them to have a nice day. For full customer satisfaction, these products and services have to be mediated by qualified staff.

The quality, abilities and effectiveness of staff are an asset to the customer care (Orayo, 2018). Mclean-Conner (2006) opines that every employee who interacts with the customer can enhance or jeopardise the relationship that the academic library tries to build with customers and therefore staff must have appropriate skills to respond, efficiently and effectively, to customers. Weigand (1997) advises that a library should establish training initiatives for all staff who are expected to support the customer care programme and such training should be continued for all staff throughout their work life.

This brief literature review underscores the fact that customer care is important in academic libraries. Even though the MU Library has a customer care unit, customer care functions have not been reviewed or documented. This is a serious omission given that this library is among the largest, best equipped and well-furnished university libraries in East Africa. Moreover, and particularly in Kenya, the idea of customer care has not received much attention as evidenced by the dearth of literature on the subject. This study, therefore aimed to open the way by investigating and documenting the status of customer care at the MU Library.

Research Methodology

This study used the mixed methods research approach by the triangulation of the quantitative and qualitative research methods. The target population comprised students, academic staff and the professional librarians of Moi University. Three campuses of Moi University (Main campus in Kesses; the Nairobi campus; College of Health Sciences campus) were purposively selected because they serve the highest numbers of users and were easily accessible. From a cumulative total population of the three campuses of 18,278 students and 820 academic staff, stratified random sampling was used to select 377 (2.1%) students, and 262 (32%) academic staff and all the 33 (100%) professional librarians.

Sampling

To arrive at the sample size(s), periodic samples were taken out of the population and paired and their mean calculated. From a total population of 19,131 from the three campuses. A sample size based on the Raosoft sample size calculator (http://www.raosoft. com/samplesize.html.), which agrees with the calculations used by Krejcie and Morgan (1970) in their article "determining sample size for research activities". Thiswas used to derive the critical values based on the confidence limits. Tables 1 and 2 show the population and sample used for the study.

Table 1: Distribution of Population Study among the Three Campuses

S/N		Students	Lecturers	Library staff	Total population
1	Main campus (Kesses)	11,778	670	20	12,468
2	College of Health Science	2,000	150	8	2,158
3	Nairobi campus	4,500	175*	5	4,505*
		18,278	**820**	**33**	

*Note: *All lecturers who teach in Nairobi campus are the same as those who teach in the main campus. Therefore, the figure for Nairobi campus was counted once within the main and college of health services population.*

Table 2: Distribution of Total and Sampled Respondents among the Three Categories

S/N	Respondents	Total population	Sampled population
1.	Students	**18,278**	**377**
2.	Lecturers	**820**	**262**
3.	Library staff	**33**	**33**
Total			**672**

*Note: Because the population of library is small the whole population of 33 constitutes the sample. The sample size of this study is 672, which is 3.5% of the total population.

Data Collection

After obtaining necessary permissions, copies of the questionnaire were distributed to the students and academic staff, while an interview schedule was used to obtain information from professional librarians. Clear background information and instructions were provided which clarified the survey's purpose, assured anonymity/confidentiality (O'Leary, 2004). Participants were assured of the ethical guidelines (withdrawal, confidentiality and anonymity) and signed an informed consent form.

Findings and Discussion

Of the targeted 377 students, 262 academic staff and 33 library staff of Moi University, responses were obtained from 276 (82%) students, 150 (57%) academic staff and 20 (85%) library staff, giving an adequate overall response rate of 68%. In terms of gender (library staff excluded), male respondents 264 (62%) dominated as compared to the 162 (38%) female respondents. The majority of student respondents were undergraduates 215 (78%) and the least were doctoral candidates 5 (5%). Among academic staff 7% (10) professors, 13% (20) senior lecturers, 51% (76) lecturers, 20% (30) assistant lecturers and 9% (14) Graduate assistants and Tutorial fellows combined. A large number of the library staff were senior library assistants 15 (54%).

Data from the questionnaire were analysed using descriptive statistics and themes derived from research objectives. Themes were used to analyse qualitative data obtained from the interviews as well as documents. Information from these themes was then converted into percentages to give explanations.

The discussion combines the responses of all the three segments of respondents, thus triangulating the findings. In most cases, the responses of the library staff were used to corroborate or diverge from the views of the students and staff, the latter two categories being the clients of the former.

Moi University Library Primary Customers
Asked to indicate how they viewed themselves, students overwhelmingly considered themselves to be library customers by the large majority (90%) who positively indicated so. To a lesser extent, a considerable proportion (70%) of academic staff considered themselves as library customers. Library staff corroborated these views by positively indicating that academic staff and students were their primary concern when offering services. These views are in tandem with previous studies that sought to establish the core customers of academic libraries. According to Simmonds and Andaleeb (2001)Iand Schmidt (2006) the primary customers/users in academic libraries are the students and the academic staff. This has also been supported by the findings by Ademodi (2011) and Bamidele (2012) who indicated that the primary users/customers that academic library is trying to reach with its services are the students and the staff. Even though the question focused on primary customers, it was instructive to note from the responses of the library staff that the MU Library recognises its role as a beacon of information service provision in the rural setting and where the main campus is located and Eldoret town where the Moi Teaching and Referral Hospital is located, by providing services to all staff at the Teaching Hospital as well as the children under age 18 years from schools neighbouring the main campus at Kesses. Ademodi (2011) affirms that academic libraries sometimes extend their services to reach even the members of the public. This view is further supported by Wang and Shieh (2006) who corroborate that customers in any service organisation include both internal and external customers.

To further confirm their claim as primary customers, students' responses confirmed that they heavily relied on the MU Library, as compared to the "occasional use" of the library by academic staff, the latter possibly using the library for references, when checking new materials that they could refer students to or for research purposes. On the frequency of library use the study shows that 54% of students were regular library users while only 15% of academic staff used the library "regularly" as shown in Table 3.

Table 3: Library Use by Students and Academic Staff (N=426)

Library use	Students	Academic staff
Regularly	231(84%)	23(15.3%)
Sometimes	39(14%)	119(79.4%)
Never	6(2%)	8(5.3%)
Total	**276(100%)**	**150(100%)**

The finding shows that a large number of students were the more regular customers/users of the library while academic staff were somewhat irregular. This makes sense given that academic staffs often have other sources other than the library which provide similar services offered by the library, such as Internet, while students often depended fully on the university library due to inability to afford the expensive technological devices for accessing resources and learning materials online. Only few of Moi University students had the means to purchase such electronic devices. This therefore implies that customer care programme needs to ensure that the heavier reliance of students on the library is reflected in the provision of products and services, including the customer care programme that target students. It was instructive that 6 (2%) of the students and 8 (5%) of academic staff did not use the MU Library at all. The library should draw in, guide and support these potential primary customers.

Information Products and Services

The second objective was to establish the quality and relevance of information products and services that were provided by MU Library. Library staff indicated that the library generally provided:

- both print and electronic information resources 27 (96%).

- subscriptions to a wide range of e-books and e-journals 28 (100%).

- wireless access to the internet to provide access to its wide range of information resources 28 (100%).

- products/services in response to the suggestions of users mostly obtained via their feedback in surveys 20 (71%).

- fairly good quality services against available resources 26 (93%).

- their services are satisfactory 23 (82%).

To establish the quality and relevance of the information products and services from the perspective of primary customers, the study first sought to find out whether or not the primary customers were aware of the range of products and services, could identify which of the products and services that they use.

Awareness of Products/Services in the Library

A list of the major categories of products and services available in the MU Library was provided for the primary customers to indicate which ones they were aware of. By and large, 78% of students and 55% of academic staff were aware of the products and services listed. The extent of their awareness could not be ascertained because it would have necessitated a longer questionnaire but suffice it to state that some products were more popular with certain categories of users than others. For example, students ranked high in use of past examination papers, online/electronic databases, and reference sources, while on the other hand academic staff ranked high in the use of government publications, research reports, journals, online/electronic databases and conference proceedings. In terms of the preferred information services, the study revealed that short loan, lending services, photocopying services and access to the Internet, were the most popular information services. Services like audio visual services, printing services and interlibrary loans were lowly ranked (less than 50%) by most of the respondents.

Quality and Relevance of Products/Services in the Library

In terms of the quality of these products and services, all the librarians interviewed averred that set standards had to be met in the provision of the above-named products and services, mentioning the ISO 9001:2008 standard which clearly defines quality management system standards and also Commission for University Education (CUE) standards for libraries. The majority (82%) of the library staff felt that the library provided good quality and satisfactory products and services. Considering that the customers might not have been aware of such standards, the study investigated the quality and relevance through their needs satisfaction and their level of satisfaction with products and services.

Level of Satisfaction with Products/Services

The majority (73%) of the customers (students and staff) felt that the products/services met their information needs. This supports the views of the library staff who indicated that customers/users were satisfied with products/services offered by the library. The 114 (27%) who indicated dissatisfaction with the product/services in meeting their information needs provided explanations summarised as follows:

- One-day borrowing period of short loan materials was too short 90 (79%)

- Power fluctuations are too regular 100 (88%)

- The Internet was too slow most of the times 71 (62%)

- The information materials are very few 48 (42%)

- Most of the information materials are out dated 40 (35%)

- The library staffs are not cooperative 33 (29%)

Generally, library users were satisfied with products and services offered MU library. Library staff identified some contributing factors to their success as: through customers/users surveys which has been supported by Evans (2009) that survey is one of the data- gathering method that is most often used to ascertain customer needs, comments on the compliments register which were mostly positive, they solved most of their complaints, they provided wireless internet access, e-resources that had very current information, and the library also increased copies of popular titles every year. Other contributions to this list of services, was the fact that the customers could easily access the OPAC and that fact that library staff were very supportive and helpful most of the time. However, a few users identified shortcomings such as: insufficient quantities of information materials; outdated information materials, electric power fluctuations and the low internet bandwidth.

Customer Information Needs Satisfaction

As Kassim (2009) observes, satisfying customer information needs in academic libraries has always been the primary objective of libraries and librarians. The third objective sought to find out the extent to which the information needs of primary customers were met.

The responses depict that a majority of the students (77%) indicated that their information needs were well taken care of while a significant number (78%) of the academic staff felt that their needs were "fairly taken care of" but not necessarily "well taken care of" by the library as they should. Seventy-eight percent of library professionals on their part indicated that customers'/users' needs were "fairly taken care" as depicted in Figure 1. This corroborated the views of students and academic staff that satisfaction of information needs in the Moi University Library was average. Library staff in their responses further averred that the major causes of dissatisfaction for some of the customers were:

- Shortage of core texts 2 (40%);
- Slow Internet access 5 (100%);
- Constant power surges 5 (100%) and
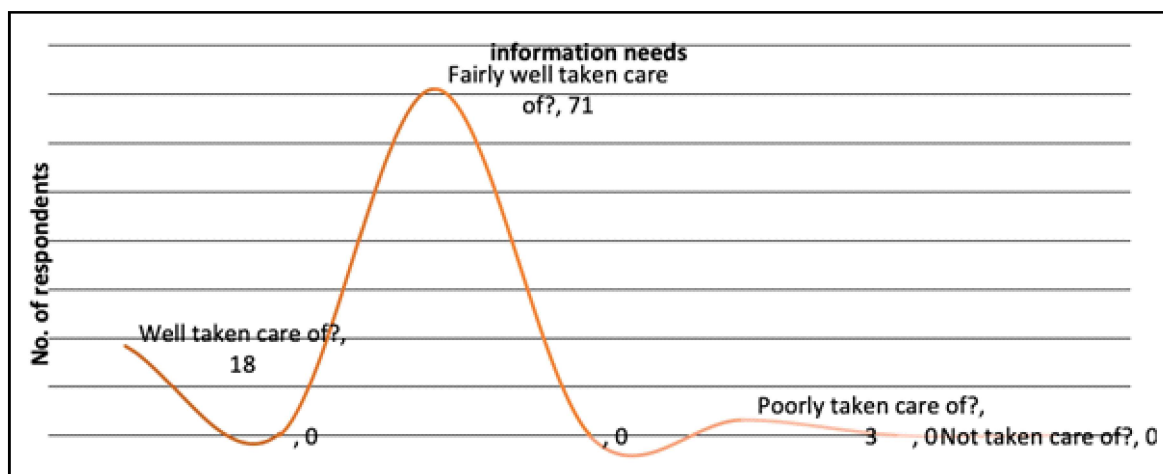- Out dated information materials 3 (60%).

Fig. 1: Satisfaction of Information needs

To further understand the extent to which their information needs were being met, the study explored the frequency that customer's get their needs met by the library.

The findings indicate that the information needs were met "most of the time" (73%) of the students and 64% of the academic staff) even though not always. This implies that the library has some shortcomings in addressing user information needs.

Customer Care Practices at Moi University Library

Most of the library staff 23 (82%) confirmed that the MU Library had a fully staffed customer care unit even though most 20 (71%) of them felt that there was inadequate support for the unit as the library lacks a clear policy that specifically addresses customer care to guide the unit. The study established that the unit provides orientation to new users, current awareness services, conduct occasional customer care survey and analysis of data, provide information on literacy skills to customers, address all customer enquiries, ensure circulation of information services, train users on the use of the Online Public Access Catalogue (OPAC), enforce rules and regulations of the library and provided Selective Dissemination of Information. The majority of the primary customers 351 (82%) were aware of a customer care unit. As for a customer care policy, 317 (74%) think that there is one. However, it was imperative that many of the primary customers had participated in activities labeled as customer care activities and assumed that such activities are a demonstration of an underlying policy.

Customer Care Activities

Library staff indicated that in addition to publicity and orientation activities, customer surveys were conducted three (86%) to four (14%) times in a year. Table 4 indicates the participation of primary customers in customer care activities.

Table 4: Customer Care Activities/Experiences (N=426)

Activity/experience	No. of Respondents
Discussion(s) on library customer care policy	98 (23%)
Using an electronic library card to borrow books	426 (100%)
Returning of borrowed books on time so that such books may be available to other fellow customers	420 (99%)
Being treated with respect and courtesy by library staff	400 (94%)
Avoiding smoking, eating and drinking in prohibited areas in the library so as to ensure a conducive atmosphere for both the other customers as well as the library materials.	426 (100%)
Feeling that the library provides services in a friendly and helpful manner	316 (74%)
Being able to read comfortably as the library provides a conducive reading environment	350 (82%)
Available information resources in the Library are appropriate for users' needs	307 (72%)
Publicity of Library services makes it possible to know the range of services	242 (57%)
Provided library services meets and exceeds customer expectations	155 (36%)
Participated in library customer care research	245 (58%)
Others (Please indicate)	0

Library Staff

The manner in which staff dispense their duties often goes a long way to build customer confidence and customer satisfaction. Their efficient handling of queries, helpfulness, friendliness and attitude while dispensing their duties go a long way in reinforcing customer confidence and satisfaction. Respondents were asked to rate these attributes, i.e. efficiency, helpfulness and attitude of the library staff in making available the information requested.

(a) Efficiency of library staff in delivering services was rated by most respondents as "fair" by both students (82%), and academic staff (61%). These findings suggest that MU Library staff may have had some of the requisite skills as observed by Mclean-Conner (2006) that every employee who interacts with customers in any way must have appropriate skills to respond, efficiently and effectively to customer needs.

(b) Friendliness and helpfulness of library staff are important factors in customer care, which have to do with the way in which staff manage customer requests and level of assistance they provide to customers.

The findings revealed that a large majority of students (80%) and of academic staff (78%) found the library staff to be both friendly and helpful.

(c) Attitude: The general attitude of library staff is an important contributor to customer care. The majority of students (82%) and academic staff (76%) rated the attitude of MU Library staff as merely "fair" if not "not good." Thus staff attitude was found wanting even though their friendliness and helpfulness were found to be generally positive. Contrarily, the library professional interviewed rated staff attitude as being positive or good. Walter (1994) and Weingand (1979) opined that good customer care 'wears many faces'; friendly staff, accurate information, good behavior from staff, convenient service and speedy response.

Customer Satisfaction

To fully satisfy library customers is normally difficult. Kiran (2010) in his study on service quality and customer satisfaction in academic libraries in a Malaysian university advises that a customer who is satisfied by library services several times, is likely to perceive the service as quality hence the need to focus on satisfying customers in every encounter. In order to rate whether this was the case with MU Library, the purpose being to assess the satisfaction of library users towards the services and products that the library offered, the study focused on the customers' satisfaction with the helpfulness of staff, friendliness, library staff availability, usefulness of information, library opening hours, up-to-datedness of information material, ease of finding information materials, products/services provided by the library in meeting their needs, speed of downloading of information, the range of services offered, speed of response to initial inquiry, and overall customer care. As depicted in Table 5, all these factors were rated as good by most of the respondents, with most of them being over 50% rate of satisfaction.

Table 5: Satisfaction Levels of Respondents (N=426)

Level of satisfaction	Rating			
	Excellent	Good	Fair	Poor
Overall customer care	50 (12%)	300 (70%)	49 (12%)	27 (6%)
Helpfulness of staff	55 (13%)	285 (76%)	62 (15%)	24 (6%)
Friendliness of staff	70 (16%)	305 (72%)	40 (9%)	11 (3%)
Library catalogue	323 (76%)	90 (21%)	13 (3%)	0
Staff availability	101 (24%)	280 (66%)	35 (8%)	10 (2%)
Usefulness of information available	80 (19%)	250 (57%)	50 (12%)	46 (11%)
Library opening hours	350 (82%)	50 (12%)	26 (6%)	0
Up to date ness of information materials	80 (19%)	100 (23%)	216 (51%)	30 (7%)
Speed of downloading information	100 (23%)	117 (27%)	180 (42%)	9 (7%)
Range of services offered	98 (23%)	205 (48%)	93 (22%)	30 (7%)
Speed of response to your initial enquiry	80 (19%)	178 (48%)	108 (25%)	60 (14%)
Ease of finding the information materials	89 (21%)	213 (50%)	73 (17%)	51 (12%)

The Library staff indicated that their customers were satisfied with their services supported by e following reasons:

- 'Customer surveys revealed that they were satisfied' 23 (100%);
- 'Comments on the compliments register were positive' 18 (78%);
- 'The library has always strived to solve most of their complaints' 18 (78%);
- 'The library provides wireless internet access and the library is well packed' 23 (100%);
- 'We are providing e-resources that have very current information' 20 (87%);
- 'We increase copies of popular titles every year' 15 (65%)
- 'Our OPAC is web-based' 22 (96%);
- 'Our staffs are very supportive and helpful to users' 16 (70%) and
- 'We have long opening hours including weekends' 23 (100%).

Nevertheless, the MU Library seems to fall short of what has been discussed by Jobber and Lancaster (2003) that customer care has to ensure that both the products/services and the aftercare associated with serving customer's needs, meet, and in most cases exceed expectations of the customers. There is decidedly no evidence of exceeding expectations at the MU Library and therefore a need to improve on the customer care programme, especially the part that focuses on customers'/users' information needs satisfaction.

Conclusions and Recommendations

The MU Library cares about customer satisfaction with information services/products as evidenced in the existence of a customer care unit. However, the study could not conclusively establish whether or not the MU Library had a customer care policy in place. The customer care unit focuses on creating awareness on the information products and services for their customers/users; publicity and display/ exhibitions of all new information materials; library orientation and notices directed at new members; infusion in other value providing services such as library web pages, library guide and Selective Dissemination of Information (SDI), all of which contribute positively to customer care. Regular customer studies are conducted, through which the views of customers are obtained. Additionally, the MU Library staff are both friendly and helpful, which is important for customer service provision. However, it was revealed that the information needs of majority of the primary customers/users were not sufficiently met, in spite of the availability of good quality products and services available. Moreover, the overall rating of library staff's attitude when serving their customers was found to be below expectations of the customers, a shortcoming that needs to be remedied. It was also evident that the customer care programme, though present, was not significantly visible or effective.

Based on the premise that a library needs to enhance its response to the information needs of their customers in order to meet and even exceed expectations, this study recommends that the MU Library management should develop a strategic approach to customer care services so as to ensure efficiency and effectiveness. Firstly, a customer care policy needs to be decisively and clearly in place, supported by sufficient resources, especially funding and capacity, if the customer care unit is to be effective. An improvement of the products and services after thoroughly identifying the needs of the different segments of customers is imperative. Among these it is important that the Moi University Library adopts the use of social media for communicating and updating users on new services and products. The customer care programme should also support library staff by fine-tuning their skills and ability. As Colón-Aguirre (2017) suggests, "service learning as a sensible approach to help bridge this gap between education and practice" thus enabling staff, not only to provide accurate information and provide speedy responses but also to exhibit a positive attitude and respond effectively and efficiently to the diverse and changing needs of the library customer.

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